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ABSTRACT

The document describes San Antonio College's (Texas) strategic goals and objectives for 2000-2001. San Antonio College's comprehensive planning and evaluation process monitors the achievement of college-wide goals and initiatives supporting the college's Vision and Mission Statement and the Alamo Community College District's Strategic Plan. The completion of the college's Performance and Achievement Report enabled the Institutional Effectiveness Steering Committee to modify the college objectives, eliminating some that had been achieved and modifying others. College Strategic Goals and Objectives are listed under six college categories: Instruction, Student Services, Employee Development, Administrative Support, Community Support and Outreach, and All College. Included in this planning document is a list of ongoing activities, which are those actions a unit must continue to perform to fulfill its individual mission. Also included in the document is the strategic planning flow chart that is followed by the college. This chart identifies the ongoing nature of strategic planning which uses continuous evaluation for improvement. Some of the ongoing activities for the Division of Arts and Sciences include providing quality instruction in all architecture courses, coordinating project displays in exhibition areas, and coordinating jury evaluations of student work. (JA)

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SAN ANTONIO COLLEGE

Comprehensive College Plan

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2000 - 2001

(A College of the Alamo Community College District)

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Forward

San Antonio College's comprehensive planning and evaluation process monitors the achievement of college-wide goals and initiatives supporting the college's Vision and Mission Statement and the ACCD's Strategic Plan.

The Institutional Effectiveness Steering Committee, a broad-based group, reviewed district and college data and formulated the College Strategic Goals and Objectives. The units then developed their strategic and annual action plans which are linked to the college's mission and strategic objectives. The completion of the college's Performance and Achievement Report (P.A.R.) enabled the Institutional Effectiveness Steering Committee to modify the college objectives, eliminating some that had been achieved and modifying others.

College Strategic Goals and Objectives are listed under six college categories: Instruction, Student Services, Employee Development, Administrative Support, Community Support and Outreach, and All College.

As a part of the process of transforming to true strategic planning, the Institutional Effectiveness Steering Committee has undergone a process of evaluating the college's strengths, weakness, opportunities, and threats to develop strategic goals to position the college to respond to our dynamic environment.

The College Plan is used throughout the year to:

guide and focus the direction of the college

measure institutional effectiveness

make decisions on use of resources

prioritize initiatives

Included in the plan is a listing of unit's ongoing activities. Ongoing activities are those activities which a unit must continue to perform to fulfill its individual mission. These activities are included in the plan because they are part of comprehensive planning and ongoing activities significantly impact resource allocation.

Also included in this planning document is the strategic planning flow chart that is followed by the college. This chart identifies the ongoing nature of strategic planning which uses continuous evaluation for improvement.

With the development, throughout the college, of strategic objectives with clearly established standards and proposed dates of achievement, San Antonio College has continued to move forward in its ability to measure institutional effectiveness at all levels.

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Alamo Community College District

&

San Antonio College

Vision and Mission Statements

(Glossary of Terms)

ACCD VISION STATEMENT

The Alamo Community College District Board is committed to the following visions:

We will...

meet the educational needs of the community
provide the highest quality education
help students achieve their learning objectives
demonstrate innovation in instruction and services
provide an atmosphere conducive to learning, teaching and working
reflect the ethnic diversity of the community in our workforce
empower students, faculty, staff, and administrators
assure that educational opportunities are geographically accessible
help prepare elementary and secondary students for college
be a resource for community enrichment
be full participants in regional economic development
aggressively pursue resources needed to achieve our vision
be advocates for change needed to achieve our vision
be committed to fiscal responsibility, value, and accountability

...because, we change lives.

ACCD MISSION STATEMENT

The Alamo Community College District provides educational opportunities for the citizenry of Bexar and surrounding counties, thus contributing to the economic, academic, social and cultural development of the region. The colleges, catalysts for changing lives, serve as centers of academic excellence and technological advancement.

In order to fulfill our mission as a public community college district, we are committed to the following:

PROVIDING EDUCATIONAL OPPORTUNITIES THROUGH:

- Life long learning opportunities for occupational, personal and basic skills development
- General education courses in the liberal arts and sciences
- Educational experiences in the use of current and developing technologies
- Discovery of training opportunities in areas of economic growth

ESTABLISHING LINKAGES WITH:

- Business, industry, governmental and community groups
- Public school systems, colleges and universities
- Other nations

ENHANCING QUALITY OF LIFE THROUGH:

- Public presentations in the fine arts, sciences and humanities
- Availability of recreational opportunities
- Facilities which are available for community use or joint sponsorship of events

PRACTICING FISCAL RESPONSIBILITY BY:

- Leadership/coordination for the planning, acquisition, and allocation of ACCD resources necessary to meet district objectives
- Increased productivity
- Continual assessment and improvement of all operations
- Aesthetically pleasing, safe and functional facilities and grounds

CHANGING LIVES THROUGH:

- Access to all populations
- Increased cross cultural understanding and appreciation
- Empowerment of students and employees as full participants in the life of the institution and society
- Promotion of global awareness

Adopted: March 30, 1994
ACCD Strategic Planning Team

SAN ANTONIO COLLEGE
VISION STATEMENT

San Antonio College will be a leading educational institution which is responsive, proactive, innovative, risk-taking, continually improving, visionary, and a catalyst for community development.

SAN ANTONIO COLLEGE
MISSION STATEMENT

SAN ANTONIO COLLEGE - RESPONSIVE EDUCATION THROUGH EXCELLENCE, ACCESSIBILITY AND DIVERSITY

San Antonio College is a public community college which provides for and supports the educational and lifelong learning needs of a multicultural community. As a leader in education, San Antonio College is committed to excellence in helping students reach their full potential by developing their academic competencies, critical thinking skills, communication proficiency, civic responsibility, and global awareness. San Antonio College fulfills its mission by offering the following:

- Transfer education designed to provide students with the first two years of the bachelor's degree.
- General education courses in the liberal arts and sciences to support all college degree programs.
- Career preparation provided through a wide range of programs to prepare students for immediate employment.
- Developmental studies for students needing to bring their basic skills to a level appropriate for college work.
- Continuing education to offer a variety of training, licensure, and professional programs.
- Academic support services that include a comprehensive learning resource center and basic skills activities that complement instruction.
- Student support services to provide assessment, advising, counseling, tutoring, financial assistance, and social and cultural activities for all students, including those with special needs.
- Promotion of cross-cultural understanding and appreciation through instructional and social activities that contribute to cultural awareness and interaction.
- Involvement of business, industry, and professional groups in planning and revising educational programs to meet workforce needs.
- An environment conducive to learning through an attractive physical campus and Wellness oriented programs and services.
- Continuous assessment of programs and services and the utilization of results for improvement.
- Operation of the College within available fiscal resources to provide accountability to taxpayers of the District.

A Glossary of Terms Used in the SAC Mission Statement

Public
We serve the community and are supported by public funds.

Community College
We are an open access, comprehensive, two-year college, responsive to service needs.

Provides
We offer a variety of educational programs to a diverse population through the availability of our facilities, programs, activities, and personnel.

Educational
We offer academic, technical, continuing education, compensatory education, and workforce development programs.

Supports
We provide student services and educational, cultural, and civic programs in partnership with the community.

Life Long
We subscribe to the philosophy of meeting needs from the young to the elderly.

Learning needs
We strive to meet the needs identified by the community, facilitators, and governing bodies.

Multicultural community
We are committed to recognizing, celebrating, and sharing our diverse cultures.

Leader in education
We are proactive in proposing innovative, educational programs, and are recognized for our excellence at the local, state, and national levels.

Committed
We are focused in the use of our energy, resources, and time to effectively reach our goals .

Excellence
We are dedicated to providing the highest possible level of educational programs and support services for our diverse population.

Helping students
We provide a student-centered environment and opportunities for educational advancement .

Full potential
We help students define and achieve their goals.

Developing
We facilitate our student's growth.

Academic competencies

We offer academic, technical, adult vocational, and workforce development programs which help our community develop and achieve identified skill levels.

Critical thinking skills

We strengthen our student's abilities to analyze and synthesize knowledge.

Communication proficiency

We help our students develop their listening, speaking, computer, reading, and writing skills.

Civic responsibility

We strive to produce a better informed citizenry that will serve the community as voters, volunteers, and leaders.

Global awareness

We sensitize our students to the interrelatedness of all global systems.

THE INSTITUTIONAL EFFECTIVENESS PROCESS

INSTITUTIONAL EFFECTIVENESS TIME LINES AND ACTIVITIES

June - September

Units:

Units respond to the Performance and Achievements survey from the Office of Institutional Effectiveness.

The survey requests information on:
College objectives where data must be gathered at the unit level
Annotation data related to the college objectives
Unit unanticipated accomplishments

Deans:

Deans meet with units to review the status of their annual action plans and strategic objectives

September - November

Institutional Effectiveness Steering Committee

Committee reviews appropriate documents:
Institutional Effectiveness Report
Progress and Achievements Report (P.A.R.)
Data related to college status in achieving college objectives
Recommendations from the Administrative Team
ACCD Vision Statement
ACCD Mission Statement
ACCD Strategic Initiatives
College Vision and Mission
Southern Association's follow up reports
Committee modifies institutional strategic goals and objectives if needed
Committee develops additional strategic goals and/or objectives if needed

November

Units:

Unit develops needs assessments
Unit needs assessments should include but not be limited to evaluation of the following applicable elements:
Unit Mission Statement
Unit profile from the office of Institutional Effectiveness
Evaluation of the Previous Year's Unit Plan - Strategic Objectives, Annual Action Plans, and Ongoing Activities
Evaluation of the Previous Year's Unanticipated Accomplishments
Program Review Report
Curriculum Review and Evaluation
Advisory Committee Recommendations
Accrediting Agency Requirements
Student Evaluations
Certification Requirements
Workforce Trends Analysis
Facilities Analysis
Articulation Agreements

Departmental Institutional Effectiveness Report

December - February

Units:

Unit Plan developed
Unit Plans discussed with Deans and within division.
Unit Plans modified as needed.

Deans and Units:

Deans meet with units to review for the mid-year status of their annual action plans and strategic objectives

April - May

Comprehensive College Plan is compiled by the Director of Planning and Budget
College Plan is approved by the College Academic Council
Plan submitted to the President and Administrative Team for endorsement

August

Plan Implemented

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INSTITUTIONAL EFFECTIVENESS PHILOSOPHY STATEMENT

INSTITUTIONAL EFFECTIVENESS PHILOSOPHY STATEMENT

The people who work at San Antonio College are dedicated to the task of helping all those who pass through its doors achieve their educational goals. As an open door college we welcome students with a broad array of backgrounds and capabilities and gladly accept the challenge of creating an environment conducive to learning.

The college has set strategic objectives, tied to college goals, that follow establish measures and standards of achievement. The college standards are based on historical evaluation of achievement at the college and/or state or national norms and those set by governing bodies. They are considered reasonable stepping stones for improvement. Units set their own standards based on similar criteria.

The stated standards represent our continued effort to improve. As educators in the classroom or coaches on fields of competition know, complacency stifles growth in knowledge and skill. As employees of San Antonio College we are dedicated and continually working to improve. Once we have reached a standard identified in this plan, we will set the standard higher. We are committed to achieving optimum performance in all areas as we strive to meet the educational needs of our community.

COLLEGE STRATEGIC GOALS AND OBJECTIVES

(Approved by the College Academic Council, December 10, 1997)
(Modified by the College Academic Council, May 13, 1998)
(Modified by the College Academic Council, December 9, 1998)
(Modified by the College Academic Council, January 12, 2000)
(Modified by the College Academic Council, February 9, 2000)

Category 1: **Instruction:** (to include all forms of instruction: Arts & Sciences, Occupational/Technical, Continuing Education, LRC, Student Development, Developmental Education, seminars, workshops, telecourses, day and evening classes, Internet courses, weekend college, afternoon college, off-campus sites, et al.)

COLLEGE STRATEGIC GOAL 1.1.97 **THE COLLEGE WILL MODIFY EXISTING STRATEGIES AND INITIATE NEW STRATEGIES WHICH WILL SUPPORT STUDENTS IN ACHIEVING THEIR EDUCATIONAL GOALS.**

College Objective 1.1.4.96 Without negatively affecting the success of students who transfer, by August of the year 2002, 76% of the students enrolled in college-level courses on the permanent recording date each fall semester will have completed the course.

College Objective 1.1.5.96 Without negatively affecting the success of students in future college-level courses, by August of the year 2002, 76% of students enrolled in developmental/remedial courses on the permanent recording date each fall semester will have completed the courses.

College Objective 1.1.6.96 By August of the year 2002, the college will achieve a 15% increase in the number of Associate of Arts and Associate of Science degrees and achieve a 15% increase in the number of Associate of Applied Science and level 1 and level 2 certificates awarded as compared to the number awarded in the academic year 1995-1996. (Base Line 95-96: AA & AS = 83, AAS & Certificates = 634: Data Source: 1997-1998 San Antonio College Fact Book)

College Objective 1.1.7.97 By August 2002 all students will be required to declare their educational intent each time they register.

Category 2: **Student Services**: (to include all forms of Student Services: LRC, counseling and guidance, testing/assessment, FIPSE/SAP, SLAC and other tutoring laboratories, Admissions and Records, student life activities, financial aid, health center, special populations assistance, veterans' affairs, International Students, Women's Center, Disabled Student Services, job placement, child care, and various and sundry federal programs and projects, et al.)

COLLEGE STRATEGIC GOAL 2.1.99 **SAN ANTONIO COLLEGE WILL DEVELOP AN ENVIRONMENT CONDUCIVE TO INDIVIDUALS ACHIEVING THEIR EDUCATIONAL GOALS.**

College Objective 2.1.1.96 By August of the year 2002, 80% of college units each academic year will promote global awareness through courses, programs, or special activities.

College Objective 2.1.2.98 By 2002, the college will conduct and complete an audit of all

programs, facilities, technology, services, activities, policies and procedures regarding ADA compliance so that the college can ensure access and reasonable accommodation.

College Objective 2.1.3.99 By the year 2002, the college will provide students, employees and the community reasonable remote access to placement and instructional applications.

College Objective 2.1.4.99 By the year 2002, the college will provide on line synchronous communications for counseling, financial aid, and other student services to remote locations.

Category 3: **Employee Development:** (to include all forms of professional enhancement activities for faculty, staff and administrators, e.g., college classes (undergraduate and graduate), workshops, seminars, conferences/conventions, and faculty exchange programs, et al.)

COLLEGE STRATEGIC GOAL 3.1.98 **SAN ANTONIO COLLEGE WILL SUPPORT EMPLOYEE OPPORTUNITIES FOR PROFESSIONAL AND PERSONAL DEVELOPMENT.**

College Objective 3.1.1.98 By 2002, 100% of full-time, permanent employees of San Antonio College will have participated in activities to raise their awareness of Section 504 of the Vocational Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990.

Category 4: **Administrative Support:** (to include all activities supporting the mandates to provide educational opportunities for the community, e.g., President, Executive Vice President, Deans of Arts & Sciences, Occupational and Technical Education, Continuing Education and Workforce Development, Student Services, Evening, Weekend, and Distance Education, LRC, and adjunct administrative services such as Community and Public Relations, Institutional Advancement, Institutional Research, Institutional Planning and Budget, facilities management and fiscal planning, et al.)

COLLEGE STRATEGIC GOAL 4.1.97 **THE ETHNIC DIVERSITY OF FACULTY, ADMINISTRATORS, AND PROFESSIONALS FOR THE COLLEGE WILL BE IN PROPORTION TO THE DIVERSITY OF THE COLLEGE STUDENT POPULATION.**

College Objective 4.1.1.97 By August of 2005, at least 60% of the administrative, 60% of the faculty, and 60% of the professional positions' applicant pools will consist of individuals from ethnically diverse backgrounds.

COLLEGE STRATEGIC GOAL 4.2.98 **THE COLLEGE WILL CONTINUALLY ASSESS AND RESPOND TO CHANGING TECHNOLOGY NEEDS.**

College Objective 4.2.1.98 By 2002 80% of all college employees will have achieved appropriate levels of computer utilization and/or computer technical proficiency appropriate to their tasks.

College Objective 4.2.2.98 By 2002 the college will maintain 100% of PCs, excluding faculty work stations, and file servers on campus to the component level.

College Objective 4.2.3.98 By 2002 the college will provide security devices for the PCs

and file servers on campus.

College Objective 4.2.4.98 By 2002 each instructional unit will have access to multimedia capabilities sufficient to meet their instructional needs.

College Objective 4.2.5.98 By 2000 all computer facilities will be networked to provide universal access where appropriate.

College Objective 4.2.6.98 By the year 2002, the college will provide students, employees, and community, on- or off-campus, reasonable access to electronic resources available for distribution through the Learning Resource Center.

College Objective 4.2.9.98 By 2002 the college will provide .4% of the annual college budget or $200,000, which ever is greater, to meet furniture and equipment needs not covered by the technology fee.

Category 5: **Community Support and Outreach:** (to include all activities which involve the community such as fine arts presentations (Drama, Art, Music), Student Life Activities, use of facilities either sponsored or rented, Public Relations, et al.)

COLLEGE STRATEGIC GOAL 5.1.98 **SAN ANTONIO COLLEGE WILL CONTINUE TO CREATE AND EXPAND COMMUNITY SUPPORT AND OUTREACH ACTIVITIES.**

College Objective 5.1.1.98 By August 2000, the college will facilitate the development of a non-profit alumni association which will operate in a manner consistent with college goals and objectives and which will be funded independent of the college.

College Objective 5.1.2.99 By August 2001, the college will provide technical and continuing education programs to a minimum of 65 private and public-sector employers through contracted instruction each year.

College Objective 5.1.3.99 By 2002, the college will increase by 20% the number of activities which enhance community awareness of its programs and services.

College Objective 5.1.4.99 By 2002, 75% of all college units will be involved each year in community service activities as appropriate.

COLLEGE STRATEGIC GOALS AND OBJECTIVES/MISSION STATEMENT CROSSWALK

COLLEGE MISSION STATEMENT COMPONENTS	COLLEGE STRATEGIC GOALS AND STRATEGIC OBJECTIVES
...provides for an supports the educational and lifelong learning needs...	Goals 1.1.97, 2.1.99, 3.1.98, 4.2.98, 5.1.98 Objectives: 1.1.4.96, 1.1.5.96, 1.1.6.96, 1.1.7.97, 2.1.1.96, 2.1.2.98, 2.1.3.99, 2.1.4.99, 3.1.1.98, 4.2.4.98, 4.2.6.98, 5.1.2.99
...of a multicultural community.	Goals 2.1.99, 4.1.97, 5.1.98 Objectives: 2.1.1.96, 4.1.1.97,
...committed to excellence...	Goals 1.1.97, 2.1.99, 3.1.98, 4.2.98 Objectives: 1.1.4.96, 1.1.5.96, 1.1.6.96, 2.1.1.96, 2.1.2.98, 2.1.3.98, 2.1.4.99, 4.2.1.98, 4.2.6.98
...in helping students reach their full potential...	Goals 1.1.97, 2.1.99, 4.2.98 Objectives: 1.1.4.96, 1.1.5.96, 1.1.6.96, 1.1.7.97, 2.1.1.96, 2.1.2.98, 2.1.3.99, 2.1.4.99, 4.2.6.98
...by developing their...critical thinking skills...	Goal 1.1.97 Objectives: 1.1.4.96, 1.1.5.96, 1.1.6.96
...by developing their...communication proficiency...	Goal 1.1.97
...by developing their...civic responsibility...	Goals 1.1.97, 5.1.98 Objective: 5.1.4.98
...by developing their...global awareness.	Goal 2.1.99 Objective: 2.1.1.96

San Antonio College Addresses ACCD Strategic Initiatives

San Antonio College, a college of the Alamo Community College District, is guided by the ACCD Strategic Initiatives and Strategic Objectives, the document that will guide the district and its colleges into the new century. Approved in June, 1999, by the ACCD Board of Trustees, the document was used by the Institutional Effectiveness Steering Committee in developing the college objectives.

STRATEGIC INITIATIVE #1

The Alamo Community College District will nurture a student oriented environment.

SUMMARY: *THE ALAMO COMMUNITY COLLEGE DISTRICT (ACCD) WILL ENGAGE IN EMPLOYEE DEVELOPMENT DESIGNED TO REINFORCE ATTITUDES AND BEHAVIOR WHICH CREATE AN ENVIRONMENT CONDUCIVE TO STUDENT SUCCESS. ALL FUNCTIONS OF THE COLLEGES SHOULD BE DESIGNED AND CONSISTENTLY EVALUATED TO INSURE EFFICIENCY AND EFFECTIVENESS IN MEETING STUDENT NEEDS.*

COLLEGE STRATEGIC GOAL 1.1.97	**THE COLLEGE WILL MODIFY EXISTING STRATEGIES AND INITIATE NEW STRATEGIES WHICH WILL SUPPORT STUDENTS IN ACHIEVING THEIR EDUCATIONAL GOALS.**
College Objective 1.1.4.96	Without negatively affecting the success of students who transfer, by August of the year 2002, 76% of the students enrolled in college-level courses on the permanent recording date each fall semester will have completed the course.
College Objective 1.1.5.96	Without negatively affecting the success of students in future college-level courses, by August of the year 2002, 76% of students enrolled in developmental/remedial courses on the permanent recording date each fall semester will have completed the courses.
College Objective 1.1.6.96	By August of the year 2002, the college will achieve a 15% increase in the number of Associate of Arts and Associate of Science degrees and achieve a 15% increase in the number of Associate of Applied Science and level 1 and level 2 certificates awarded as compared to the number awarded in the academic year 1995-1996. (Base Line 95-96: AA & AS = 83, AAS & Certificates = 634: Data Source: 1997-1998 San Antonio College Fact Book)
College Objective 1.1.7.97	By August 2002 all students will be required to declare their educational intent each time they register.
COLLEGE STRATEGIC GOAL 2.1.99	**SAN ANTONIO COLLEGE WILL DEVELOP AN ENVIRONMENT CONDUCIVE TO INDIVIDUALS ACHIEVING THEIR EDUCATIONAL GOALS.**

College Objective 2.1.2.98 By 2002, the college will conduct and complete an audit of all programs, facilities, technology, services, activities, policies and procedures regarding ADA compliance so that the college can ensure access and reasonable accommodation.

College Objective 2.1.3.99 By the year 2002, the college will provide students, employees and the community reasonable remote access to placement and instructional applications.

College Objective 2.1.4.99 By the year 2002, the college will provide on line synchronous communications for counseling, financial aid, and other student services to remote locations.

COLLEGE STRATEGIC GOAL 3.1.98 SAN ANTONIO COLLEGE WILL SUPPORT EMPLOYEE OPPORTUNITIES FOR PROFESSIONAL AND PERSONAL DEVELOPMENT.

College Objective 3.1.1.98 By 2002, 100% of full-time, permanent employees of San Antonio College will have participated in activities to raise their awareness of Section 504 of the Vocational Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990.

COLLEGE STRATEGIC GOAL 4.2.98 THE COLLEGE WILL CONTINUALLY ASSESS AND RESPOND TO CHANGING TECHNOLOGY NEEDS.

College Objective 4.2.4.98 By 2002 each instructional unit will have access to multimedia capabilities sufficient to meet their instructional needs.

College Objective 4.2.5.98 By 2000 all computer facilities will be networked to provide universal access where appropriate.

College Objective 4.2.6.98 By the year 2002, the college will provide students, employees, and community, on- or off-campus, reasonable access to electronic resources available for distribution through the Learning Resource Center.

Strategic Objective 1.1: By September 2002, the percentage of remediated students earning a "C" or better in college level courses will equal that of students who required no remediation.

COLLEGE STRATEGIC GOAL 1.1.97 THE COLLEGE WILL MODIFY EXISTING STRATEGIES AND INITIATE NEW STRATEGIES WHICH WILL SUPPORT STUDENTS IN ACHIEVING THEIR EDUCATIONAL GOALS.

College Objective 1.1.5.96 Without negatively affecting the success of students in future college-level courses, by August of the year 2002, 76% of students enrolled in developmental/remedial courses on the permanent recording date each fall semester will have completed the courses.

Strategic Objective 1.2: By September 2001, The ACCD will have the capacity to provide educational support for at least 15% of all adults in our service area affected by welfare reform.

Strategic Objective 1.3: By September 2001, 85% of all non-returning and graduated

students tracked by the Coordinating Board and local private institutions of higher education will have transferred or attained employment.

Strategic Objective 1.4: By September 2001, each academic year 95% of all district employees will participate in at least one activity related to increasing staff, faculty and administrative productivity, meeting changing student needs, utilizing changing technology, applying new teaching/learning methods, or addressing curriculum issues.

COLLEGE STRATEGIC GOAL 4.2.98 **THE COLLEGE WILL CONTINUALLY ASSESS AND RESPOND TO CHANGING TECHNOLOGY NEEDS.**

College Objective 4.2.1.98 By 2002 80% of all college employees will have achieved appropriate levels of computer utilization and/or computer technical proficiency appropriate to their tasks.

Strategic Objective 1.5: By September 2002, the ACCD will have the capacity to provide appropriate, 'student requested' activity opportunities to 75% of all students each semester.

Strategic Objective 1.6: By September 2001, each semester 86% of all credit students will be retained.

COLLEGE STRATEGIC GOAL 1.1.97 **THE COLLEGE WILL MODIFY EXISTING STRATEGIES AND INITIATE NEW STRATEGIES WHICH WILL SUPPORT STUDENTS IN ACHIEVING THEIR EDUCATIONAL GOALS.**

College Objective 1.1.4.96 Without negatively affecting the success of students who transfer, by August of the year 2002, 76% of the students enrolled in college-level courses on the permanent recording date each fall semester will have completed the course.

College Objective 1.1.5.96 Without negatively affecting the success of students in future college-level courses, by August of the year 2002, 76% of students enrolled in developmental/remedial courses on the permanent recording date each fall semester will have completed the courses.

STRATEGIC INITIATIVE #2

The Alamo Community College District will increase its presence in Bexar and surrounding counties.

SUMMARY: *THE ALAMO COMMUNITY COLLEGE DISTRICT WILL AGGRESSIVELY PURSUE RELEVANT NEW PROGRAMS, DEVELOP WAYS TO BETTER SERVE EXISTING OFF-CAMPUS LOCATIONS, INCREASE ITS VISIBILITY, AND INFORM ITS CONSTITUENTS OF THE EDUCATIONAL OPPORTUNITIES AVAILABLE TO THEM. A NEW CAMPUS IN THE NORTHWEST, ADDITIONAL DELIVERY SITES IN THE NORTHEAST QUADRANT AND ENHANCED MARKETING/COLLABORATION EFFORTS WILL BE A PART OF THE STRATEGY.*

Strategic Objective 2.1: By September 2002, the ACCD will achieve at least a 7% participation rate of the 'standard market population' in our service area.

COLLEGE STRATEGIC GOAL 5.1.98 **SAN ANTONIO COLLEGE WILL CONTINUE TO CREATE AND EXPAND COMMUNITY SUPPORT AND OUTREACH ACTIVITIES.**

College Objective 5.1.1.98 By August 2000, the college will facilitate the development of a non-profit alumni association which will operate in a manner consistent with college goals and objectives and which will be funded independent of the college.

College Objective 5.1.2.99 By August 2001, the college will provide technical and continuing education programs to a minimum of 65 private and public-sector employers through contracted instruction each year.

College Objective 5.1.3.99 By 2002, the college will increase by 20% the number of activities which enhance community awareness of its programs and services.

College Objective 5.1.4.99 By 2002, 75% of all college units will be involved each year in community service activities as appropriate.

Strategic Objective 2.2: By September 2005, a college/campus with a solid student and program base will be operational in the northeast ACCD service area.

STRATEGIC INITIATIVE #3

The Alamo Community College District will provide and effectively use applicable state-of-the-art technology to fulfill its mission.

SUMMARY: *THE ALAMO COMMUNITY COLLEGE DISTRICT WILL USE TECHNOLOGY TO IMPROVE INSTRUCTION AND OPERATIONAL EFFICIENCY THROUGH OPEN COMPUTER LABS, INFORMATION TECHNOLOGIES AND DISTANCE LEARNING.*

Strategic Objective 3.1: By September 2002, all students, faculty and staff will have access to and training opportunities in the use of functionally appropriate state-of-the-art technology.

COLLEGE STRATEGIC GOAL 2.1.99 **SAN ANTONIO COLLEGE WILL DEVELOP AN ENVIRONMENT CONDUCIVE TO INDIVIDUALS ACHIEVING THEIR EDUCATIONAL GOALS.**

College Objective 2.1.3.99 By the year 2002, the college will provide students, employees and the community reasonable remote access to placement and instructional applications.

College Objective 2.1.4.99 By the year 2002, the college will provide on line synchronous communications for counseling, financial aid, and other student services to remote locations.

COLLEGE STRATEGIC GOAL 4.2.98	**THE COLLEGE WILL CONTINUALLY ASSESS AND RESPOND TO CHANGING TECHNOLOGY NEEDS.**
College Objective 4.2.1.98	By 2002 80% of all college employees will have achieved appropriate levels of computer utilization and/or computer technical proficiency appropriate to their tasks.
College Objective 4.2.2.98	By 2002 the college will maintain 100% of PCs, excluding faculty work stations, and file servers on campus to the component level.
College Objective 4.2.3.98	By 2002 the college will provide security devices for the PCs and file servers on campus.
College Objective 4.2.4.98	By 2002 each instructional unit will have access to multimedia capabilities sufficient to meet their instructional needs.
College Objective 4.2.5.98	By 2000 all computer facilities will be networked to provide universal access where appropriate.

STRATEGIC INITIATIVE #4

Using measures of effectiveness to ensure continuous improvement, the colleges of the Alamo Community College District will provide relevant educational programs, comprehensive student support systems, and effective systems to facilitate learning consistent with the needs of their designated service area.

SUMMARY: *THE ALAMO COMMUNITY COLLEGE DISTRICT WILL EXPAND DEVELOPMENTAL PROGRAMS, OFFER CLASSES DESIGNED TO APPEAL TO OLDER STUDENTS, ENGAGE IN CONTINUOUS PROGRAM REVIEW AND IMPROVE ITS STUDENT TRACKING SYSTEM.*

Strategic Objective 4.1: By September 2002, the ACCD will increase distance learning experiences by at least 10% over 1997 - 1998 levels.

COLLEGE STRATEGIC GOAL 2.1.99	**SAN ANTONIO COLLEGE WILL DEVELOP AN ENVIRONMENT CONDUCIVE TO INDIVIDUALS ACHIEVING THEIR EDUCATIONAL GOALS.**
College Objective 2.1.3.99	By the year 2002, the college will provide students, employees and the community reasonable remote access to placement and instructional applications.
College Objective 2.1.4.99	By the year 2002, the college will provide on line synchronous communications for counseling, financial aid, and other student services to remote locations.
COLLEGE STRATEGIC GOAL 4.2.98	**THE COLLEGE WILL CONTINUALLY ASSESS AND RESPOND TO CHANGING TECHNOLOGY NEEDS.**

College Objective 4.2.6.98 By the year 2002, the college will provide students, employees, and community, on- or off-campus, reasonable access to electronic resources available for distribution through the Learning Resource Center.

Strategic Objective 4.2: By 2000, ACCD will develop and implement training to enhance management, staff and faculty awareness of Section 504 of the Vocational Rehabilitation Act and the Americans with Disabilities Act.

COLLEGE STRATEGIC GOAL 2.1.99 **SAN ANTONIO COLLEGE WILL DEVELOP AN ENVIRONMENT CONDUCIVE TO INDIVIDUALS ACHIEVING THEIR EDUCATIONAL GOALS.**

College Objective 2.1.2.98 By 2002, the college will conduct and complete an audit of all programs, facilities, technology, services, activities, policies and procedures regarding ADA compliance so that the college can ensure access and reasonable accommodation.

COLLEGE STRATEGIC GOAL 3.1.98 **SAN ANTONIO COLLEGE WILL SUPPORT EMPLOYEE OPPORTUNITIES FOR PROFESSIONAL AND PERSONAL DEVELOPMENT.**

College Objective 3.1.1.98 By 2002, 100% of full-time, permanent employees of San Antonio College will have participated in activities to raise their awareness of Section 504 of the Vocational Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990.

STRATEGIC INITIATIVE #5

The Alamo Community College District will broaden its funding base from public and private sources and redefine its method for allocating available resources.

SUMMARY: *THE ALAMO COMMUNITY COLLEGE DISTRICT WILL AGGRESSIVELY PURSUE NEW OPPORTUNITIES TO INCREASE ITS FINANCIAL RESOURCES TO FUND THE INITIATIVES OUTLINED. THE METHODS FOR INTERNALLY ALLOCATING AVAILABLE FUNDS WILL ASSURE EQUITY AMONG THE COLLEGES AND OPTIMIZE OUTCOMES.*

Strategic Objective 5.1: By September 2003, soft money revenues will increase by at least 10% over fiscal year '98 - '99 levels.

Strategic Objective 5.2: By September 2000, ACCD will identify funding sources to support proposed expansion initiatives.

Strategic Objective 5.3: By September 2002, ACCD will develop funding initiatives from alumni and employee populations to support endowment growth.

UNIT
STRATEGIC OBJECTIVES

&

2000 - 2001
ANNUAL OPERATIONAL
OBJECTIVES

UNIT STRATEGIC AND ANNUAL OPERATIONAL OBJECTIVES

Category 1: Instruction: (to include all forms of instruction: Arts & Sciences, Occupational/Technical, Continuing Education, LRC, Student Development, Developmental Education, seminars, workshops, telecourses, day and evening classes, Internet courses, weekend college, afternoon college, off-campus sites, et al.)

COLLEGE STRATEGIC GOAL 1.1.97 THE COLLEGE WILL MODIFY EXISTING STRATEGIES AND INITIATE NEW STRATEGIES WHICH WILL SUPPORT STUDENTS IN ACHI EDUCATIONAL GOALS.

College Objective 1.1.4.96

Without negatively affecting the success of students who transfer, by August of the year 2002, 76% of the students enrolled in college-level courses on the permanent recording date each fall semester will have completed the course.

Division of Arts and Sciences

Architecture

Strategic Objective:
By August 31, 2002, the completion rate of students enrolled in Architecture courses on the permanent recording date each fall semester will reach 76%.
Action Step 1: Increase levels of Basic Skills Prerequisites for entry level courses;
Action Step 2: Link enrollments in two of the entry level courses;
Action Step 3: Meet with representatives from Counseling Department;
Action Step 4: Develop a program information brochure.

Astronomy

Strategic Objective:
Without negatively affecting the success of students who transfer, by August 2002, 76% of Internet ASTR 1370 on the permanent recording date each fall semester complete the course.
Action Step 1: Chairperson and instructor will evaluate the course presentation and student incentives.

Biology

Strategic Objective:
To accomplish 76% retention rate, a study to correlate class attendance with student retention and productive grade rates for spring 2000, summer 2000, and fall 2000 semesters will be completed by January 2001.
Action Step 1: By February 1, 2000, the assistance of faculty will be requested to insure that accurate records of attendance are recorded.
Action Step 2: By May 1, 2000, a standardized form to record the data will be developed.
Action Step 3: At the end of the spring 2000, summer 2000, and fall 2000 semesters, both final grades and attendance data will be collected from each instructor.

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Action Step 4: By January 2001 the data will be statistically analyzed.
Action Step 5: By fall 2001, if there is a correlation with class attendance and retention rates and productive grade rates, measures to enhance student attendance will be implemented.

Business Administration

Strategic Objective:
By August 2002 student retention each fall semester in Accounting will be 70%
Action Step 1: Acquire (4) TV / VCR combination units with (4) ceiling suspension brackets
Action Step 2: Request the SLAC provide three additional Accounting tutors.
Action Step 3: A student requesting to drop an accounting course must obtain the instructor's signature. Full-time as well as adjunct faculty will provide advisement as appropriate.

Computer Science

Strategic Objective:
Without negatively affecting the success of students who transfer, by August of the year 2002, 78% of students enrolled in college-level Computer Science courses on the permanent recording date each fall semester will have completed the course.
Action Step 1: Ensure that at least 80% of all technology available to students and instructors in computer classroom, computer lab, and offices is current;
Action Step 2: Revise COSC curriculum so that it parallels UTSA curriculum without negatively affecting general transferability;
Action Step 3: Re-organize computer class room, lab facilities, and management for efficient delivery of support services to COSC students and faculty;
Action Step 4: Implement initiatives to attract and aid computer science majors;
Action Step 5: Increase advising efforts prior to start of semester and increase liaison with Counseling Unit;

Earth Sciences

Strategic Objective:
Without negatively affecting the success of students who transfer, by August 2002, 76% of students enrolled in Internet Geol 1301 on the permanent recording date each fall semester complete the courses.
Action Step 1: Chairperson and instructor will evaluate the course presentation and student incentives.

English

Strategic Objective:
By May 2003, achieve a 71.6% overall retention rate in long semester courses.
Action Step 1: Utilize resources of the department retention committee.
Action Step 2: Push for changes in assessment.
Action Step 3: Modify the current registration system.
Action Step 4: Begin the set up process for a Writing Center focusing on one-on-one writing tutorials for students writing papers in any discipline to be supplemented by special software with the capacity to serve 3000 new students each academic year.

Government

Strategic Objective:
By 2002 increase the retention in Govt 2301 Internet courses to 73%.

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Action Step 1: Meet with Distance Learning on preregistration screening.
Action Step 2: Meet with Internet faculty to discuss development of a plan to enhance student computer skills.

History

Strategic Objective:
Without negatively affecting the success of students who transfer, by August, 2001, 65 % of the students enrolled in courses offered by the history department on the census date, will have completed the course
Action Step 1: In the academic year 2000-2001 the history department will offer a special class which will incorporate a study skills/group tutorial lab session once a week. The History 1301 section will be available only to those students who have previously failed the course or who have enrolled and dropped previously. Students who meet these criteria will be enrolled in this section by special permission. The class will meet the normal 3 hours per week in addition to the 1 hour per week study skills/group tutorial lab session.

Kinesiology and Physical Education

Strategic Objective:
By August 2002, 76% of the students enrolled on the permanent recording date each fall will have completed the course.
Action Step 1: Purchase needed exercise equipment.
Action Step 2: Monitor class sizes and determine enrollment trends which will maximize class sizes.
Action Step 3: Prepare departmental strategies for effective classroom management to enhance retention.
Action Step 4: Establish revenue account from gym rentals to purchase equipment.

Music/Humanities

Strategic Objective:
By August 2002, the Department of Music and Humanities will take action to increase the number of students completing courses prefaced by MUSI to 79.7%.
Action Step 1: Students will be telephoned by the instructor or student assistant after each absence.
Action Step 2: Relocate the student computer lab to McFA111 using existing MIDI pianos and increasing the number of computers from 5 to 9.
Action Step 3: Hire student assistants to monitor piano lab to include all hours when piano classes are not scheduled and Saturday morning.

Philosophy

Strategic Objective:
To form collection of 50 100 video tapes for use by instructors in philosophy classes.
Action Step 1: Select screening committee from department faculty to screen and order tapes.
Action Step 2: Utilize carefully selected tapes and evaluate effectiveness.

Photography

Strategic Objective:
By August 2002 five students will receive a Photography degree each year.
Action Step 1: Screen incoming students for competencies needed to successfully complete the course.
Action Step 2: Establish peer and former student tutoring serves.

Action Step 3: Put a hold in the registration system requiring students to see a Journalism faculty member before enrolling in the course.
Action Step 4: Consult with the dean so the course will be allowed to make with a minimum of 5 students.

Strategic Objective:
By August 2002 the fall completion rate for COMM 1307 will be 78%.
Action Step 1: Get lists of mass comm, communications and similar majors

Strategic Objective:
By August 2002 the fall completion rate for Journalism 2370 courses will be 65%.
Action Step 1: Screen incoming students for competencies needed to successfully complete the course.
Action Step 2: Establish peer and former student tutoring serves.
Action Step 3: Put a hold in the registration system requiring students to see a Journalism faculty member before enrolling in the course.
Action Step 4: Consult with the dean so the course will be allowed to make with a minimum of 5 students.

Sociology

Strategic Objective:
By August 2002, 80% of the students enrolled in sociology classes on the permanent recording date each fall will complete the course.
Action Step 1: Encourage all faculty to conduct a required exit interview before dropping a student.
Action Step 2: Require all faculty to include a statement in the syllabus on the department's commitment to student retention.
Action Step 3: Develop a departmental questionnaire to be completed by students dropping a course.
Action Step 4: Administer the questionnaires and analyze the data to determine specific demographic characteristics of the students dropping classes and specific reasons for the drop.
Action Step 5: Encourage all faculty to provide a structured review session before each major exam.

Division of Occupational/Technical Education

Administrative Computer Technology

Strategic Objective:
By August 2001, there will be at least a 76% retention of ACT Program students in ACT courses offered in the fall semester.
Action Step 1: Implement WECM curriculum components which will provide for increased laboratories in fall 2000.
Action Step 2: Recruit and advertise ACT full-time teaching positions to fill vacancies and meet increased enrollment needs.
Action Step 3: Focus attention upon advisement process to assure proper student placement based upon basic skills screening and computer or related skills prerequisites.

Engineering - Electronics

Strategic Objective:
By August 2002, Increase the number of students who complete our courses by 3%
Action Step 1: Make at least one set of lecture notes available on the program's web site.

Division of Student Support Services

Job Placement Program

Strategic Objective:
By September 1, 2001 retention rates will be increased via the identification of college or district based funds to be allocated to account 01-11-7305 object code 12 to fund two (2) Job Placement Specialist positions with the specific intent to work with currently under served Occupational Technical majors and disabled students.

Action Step 1: Hire two (2) Job Placement Specialist
Action Step 2: Use Job Placement Specialist to focus specifically on Occupational Technical majors retention through placement
Action Step 3: Use Job Placement Specialist to assist disabled students find employment in course specific areas.
Action Step 4: Use Job Placement Specialist to outreach to faculty to communicate program benefits.
Action Step 5: Use Job Placement Specialists to outreach to businesses

Student Development

Strategic Objective:
By December 31, 2000, 50% of students on Financial Aid/suspension/probation will meet the requirements to continue or reinstate their financial aid.

Action Step 1: Continue to work with college officials for adequate classroom space.
Action Step 2: Assign and/or hire counselors/instructors to implement "Strategies for Success" Program.

College Objective 1.1.5.96

Without negatively affecting the success of students in future college-level courses, by August of the year 2002, 76% of students enrolled in developmental/remedial courses on the permanent recording date each fall semester will have completed the courses.

Division of Arts and Sciences

Chemistry

Strategic Objective:
Without negatively affecting the success of students in future college level courses, by August 2002, 76% of students enrolled in developmental Chem 0370 on the permanent recording date each fall semester complete the courses.

Action Step 1: Chairperson will discuss a new teaching approach with the sole instructor.

English

Strategic Objective:
By May 2003, achieve a 71.6% overall retention rate in long semester courses.

Action Step 1: Utilize resources of the department retention committee.
Action Step 2: Push for changes in assessment.
Action Step 3: Modify the current registration system.

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Action Step 4: Begin the set up process for a Writing Center focusing on one-on-one writing tutorials for students writing papers in any discipline to be supplemented by special software with the capacity to serve 3000 new students each academic year.

Mathematics

Strategic Objective:
Without negatively affecting the success of students who transfer, by August of the year 2002, 58% of students enrolled in college-level math courses on the permanent recording date each fall semester will have completed the course.

Action Step 1: Enhance current Learning Resource Lab, including tutoring services, and increase student awareness of program;
Action Step 2: Increase advising efforts prior to start of semester and increase liaison with Counseling Unit;
Action Step 3: Allocate adequate monies for hiring qualified graders to assist instructors;
Action Step 4: Implement scheduling initiatives;
Action Step 5: Implement initiatives to attract and aid mathematics majors

Strategic Objective:
Without negatively affecting the success of students in future college-level courses, by August of the year 2002, 72% of students enrolled in developmental/remedial math courses on the PRD each fall semester will have completed the courses.

Action Step 1: Complete analysis of relationship between (a) reading level and success in mathematics courses and (b) ACCUPLACER scores and success in mathematics courses, then integrate results into advising model for department.
Action Step 2: Enhance current Learning Resource Lab, including tutoring services, and increase student awareness of program;
Action Step 3: Increase advising efforts prior to start of semester and increase liaison with Counseling Unit and TASP Unit;
Action Step 4: Allocate adequate monies for hiring qualified graders to assist instructors;
Action Step 5: Implement scheduling initiatives;

Division of Occupational/Technical Education

Medical Assisting

Strategic Objective:
By August 2001, 100% of the course subjects will be reviewed and evaluated IAW guidelines provided by the WECM, CAAHEP and the AAMA DACUM.

Action Step 1: Course review
Action Step 2: Realign subjects within courses
Action Step 3: Forward course changes to the accrediting body for approval
Action Step 4: Respond to any requests by that body
Action Step 5: Finalize course curriculum

Division of Student Support Services

Student Development

Strategic Objective:
By December 31, 2000 76% of students enrolled in SDEV 0170 will complete the course.
Action Step 1: Continue to work with college officials for adequate classroom space.

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Action Step 2: Continue to request assistance with instructors through the hiring of full-time counselor and adjunct instructors as needed.
Action Step 3: Continue to request additional support personnel during peak summer periods.
Action Step 4: Expand and develop alternatives to classroom instruction such as Internet, telecourses, and interactive video conferencing.
Action Step 5: Continue to offer alternative times such as weekends, and evenings.

Strategic Objective:
By December 31, 2000 76% of students enrolled in SDEV 0370 will complete the course.
Action Step 1: Share information with instructors in order to identify possible causes and develop strategies to address the issue.
Action Step 2: Implement pilot strategies such as different format of class or time offered (flex class).

Strategic Objective:
By December 31, 2000, 50% of students on Financial Aid/suspension/probation will meet the requirements to continue or reinstate their financial aid.
Action Step 1: Continue to work with college officials for adequate classroom space.
Action Step 2: Assign and/or hire counselors/instructors to implement "Strategies for Success" Program.

College Objective 1.1.6.96

By August of the year 2002, the college will achieve a 15% increase in the number of Associate of Arts and Associate of Science degrees and achieve a 15% increase in the number of Associate of Applied Science and level 1 and level 2 certificates awarded as compared to the number awarded in the academic year 1995-1996. (Base Line 95-96: AA & AS = 83, AAS & Certificates = 634: Data Source: 1997-1998 San Antonio College Fact Book)

Division of Arts and Sciences

Chemistry

Strategic Objective:
By August 2002, the college will achieve a 15% increase in the number of Associate Degrees awarded as compared to those awarded in 1995-1996.
Action Step 1: Chairperson will form a committee to develop the Associate of Science in Chemistry Degree.

Engineering

Strategic Objective:
By August 31, 2002, there will be at least six Associate of Science in Engineering degrees conferred annually.
Action Step 1: Offer new entry level course: Introduction to Engineering I;
Action Step 2: Offer improved Engineering Graphics sequence (ENGR 1204/1205);
Action Step 3: Formalize new position for coordination of SEM support services.

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Foreign Languages

Strategic Objective: By August, 2001, the college will offer an Associates Degree with a major in Foreign Languages.
Action Step 1: Examine ACE Guide to determine military school equivalency
Action Step 2: Set up AA degree plan
Action Step 3: Get curriculum review approval
Action Step 4: Get Coordinating Board Approval

Journalism

Strategic Objective:
By August 2002 the number of students receiving an AA in Journalism will increase by 5 each year.
Action Step 1: Place the AA degree plan in the 2001 - 2002 catalog
Action Step 2: Provide every COMM 1307 student with information about the degree and the 2+2.

Strategic Objective:
By August 2002 the fall completion rate for Journalism 2370 courses will be 65%.
Action Step 1: Screen incoming students for competencies needed to successfully complete the course.
Action Step 2: Establish peer and former student tutoring serves.
Action Step 3: Put a hold in the registration system requiring students to see a Journalism faculty member before enrolling in the course.
Action Step 4: Consult with the dean so the course will be allowed to make with a minimum of 5 students.

Mental Health Technology

Strategic Objective:
By August 2002, there will be 10 Associate in Applied Science degrees and Level 1 and Level 2 Certificates Awarded in Mental Health Technology each academic year.
Action Step 1: Increase Program advertising to increase enrollment.
Action Step 2: Increase student advisement to increase student retention

Photography

Strategic Objective:
By August 2002 five students will receive a Photography degree each year.
Action Step 1: Place an Associate in Arts degree plan in the 2001-2002 catalog
Action Step 2: Provide every PHOT 1370 student with information about the degree and the 2+2

Psychology

Strategic Objective:
By August 2002, there will be 10 Associate in Arts degrees awarded in Psychology each academic year.
Action Step 1: Review and expand the number of 2+2 articulation agreements in effect with area universities.
Action Step 2: Develop the plan for the computer laboratory.
Action Step 3: Review the current departmental course offerings and expand as necessary incorporating Web components where feasible.

Division of Occupational/Technical Education

Child Development

Strategic Objective:
By May 2002, the Child Development Department will award A.A.S. degrees to 15 students annually
Action Step 1: Continue to offer SAC child development courses on the Palo Alto Campus
Action Step 2: Establish a 2+2 agreement between the Child Development Department and TAMUK
Action Step 3: Develop early intervention strategies to assure student success in the A.A.S. degree program

Computer Aided Drafting and Design Technology

Strategic Objective:
By August of 2001, the number of graduates of the Computer Aided Drafting and Design programs will increase by 2 over the program graduates in 1995-1996.
Action Step 1: By August 2001, the computers in the oldest CADD Lab (CAC154) will be replaced and reassigned to other units
Action Step 2: The College/District will maintain the agreements currently in place for AutoCAD and Microstation software
Action Step 3: By August 2001, the college will upgrade GPS equipment by purchasing two mapping level receivers and two surveying level receivers
Action Step 4: By August of 2001, the Drafting and Design Program will develop a marketing multimedia CD and distribute it to Local High Schools
Action Step 5: By August of 2002, the Drafting and Design Program will upgrade classroom presentation capabilities by purchasing and implementing use of 2 new laptop computers and 5 new projection units.
Action Step 6: By August of 2001, the college will begin construction of new CADD facilities by splitting CAC152 into two rooms. The new CADD lab will be equipped with new computers, software, and furniture.
Action Step 7: By August of 2001, the program will contact all listed majors who have not taken a class in the past year with an idea toward getting the former students to complete the requirements of a degree or certificate.

Court Reporting

Strategic Objective:
By August 2003, there will be at least a 15% increase in the number of certificates and degrees awarded in the Court Reporting Program.
Action Step 1: Strengthen recruitment plan for Court Reporting Students.
Action Step 2: Strengthen faculty advisement for Court Reporting Students.

Dental Assisting

Strategic Objective:

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By August 2002, increase the number of graduates by 2
Action Step 1: Discuss Budget and Carl Perkins monies with dean
Action Step 2: Develop a plan for programs who need a large budget for equipment so that monies for such items are given periodically

Engineering - Electronics

Strategic Objective:
By August 2002, increase the number of degrees and certificates awarded by 4.
Action Step 1: Implement a new speciality for the Electronics Technology AAS degree and/or an additional 1-yr certificate.

Engineering - Occupational Safety and Health Technology

Strategic Objective:
By August 2002 the Occupational Safety and Health Technology Program will increase by 5 the number of degrees and certificates awarded.
Action Step 1: Faculty will use multimedia CD ROM as a recruiting tool at the high schools
Action Step 2: Faculty will attend at least one seminar / exhibit in the OSHT field
Action Step 3: Faculty will contact the students

Engineering Technology

Strategic Objective:
By August 2002, the Engineering Technology program will increase the number of degrees and certificates awarded by 5 per year.
Action Step 1: Upgrade the surveying lab
Action Step 2: Use multimedia to recruit the high school students
Action Step 3: Faculty will attend at least one seminar / exhibition
Action Step 4: Faculty will contact the students

Interpreter Training/American Sign Language

Strategic Objective:
By August 2002 the number of A.A.S. degrees or program certificates awarded will increase to 20 students a year.
Action Step 1: Explore possibilities by awarding a certificate for those students completing all ITPD course work and passing the B.E.I.
Action Step 2: Develop a plan for advanced certificate.

Medical Assisting

Strategic Objective:
By August 2002, the number of completers of the course will be indicative of the alignment of the program with WECM and CAAHEP standards.
Action Step 1: Evaluate all MA courses that were incorporated into the program IAW WECM and CAAHEP
Action Step 2: Replacement of two training manikins

Mortuary Science

Strategic Objective:
By January, 2001, the minimum assessment standard in Mortuary Science courses will be 75%.
Action Step 1: Modify grading criteria in Program courses
Action Step 2: Compile question bank to parallel National Board exam content areas
Action Step 3: Acquire software and hardware to implement question bank reviews

Nursing Education

Strategic Objective:
By August 2002 the Department of Nursing Education will expand its resources to encourage increased student enrollment, retention, and completion in the program.
Action Step 1: By August 2001 two Educational Skills Specialist will be added to supervise student practice in laboratory experiences.
Action Step 2: By August 2001 add 2 secured locations for storage in the Department.
Action Step 3: By August 2002 add 2 new state of the art nursing labs and classrooms to the Department.
Action Step 4: By August 2001 begin plans for a new Nursing Building.

Protective Services

Strategic Objective:
By August of 2002, Protective Services Department will report an over all increase of 15% over the 1995 data for the awarding of AA, AAS, and certificates.
Action Step 1: August faculty meeting to include curricula review, training on multi-media packages, faculty responsibilities.
Action Step 2: October faculty development will include a departmental strategy session for proposed activities.
Action Step 3: By May, each faculty member will report on at least one outreach activity that member participated in during the Spring 2001 semester.
Action Step 4: August 1, 2001, Department Chair will report to faculty current status

Radio, Television and Film

Strategic Objective:
By August of 2004 the Radio, Television and Film Department will increase degrees and certificates awarded by 15% by offering a Music Business Certificate.
Action Step 1: Identify appropriate advisory committee members.
Action Step 2: Call advisory committee meeting.
Action Step 3: Conduct marketplace needs survey.
Action Step 4: Identify curriculum.
Action Step 5: Write proposal & submit certificate for Texas Higher Education Coordinating Board approval.

Computer Training for the Disabled

Strategic Objective:
By August 2003, 50 students will be graduated from the program each year.
Action Step 1: Submit advertisement to hire tenure track faculty for the program.
Action Step 2: Upgrade equipment to access distance learning at remote sites.
Action Step 3: Produce CD Disc for recruitment purposes.

President and Executive Vice President

Title III

Strategic Objective:
By August 2001, increase by 15% from 1996 - 1997 the number of students who receive an associate degree or transfer to a 4 year college or university.
Action Step 1: Obtain $25,400 in institutional funding to continue implementation of the Grad Plus project (to increase graduates and transfers), the STAR project (to intervene with students on scholastic probation), the Goals for Success (for Liberal Arts and undecided majors)

College Objective 1.1.7.97

By August 2002 all students will be required to declare their educational intent each time they register.

College Level

Strategic Action Steps:
1. By January 2001, Information Systems will complete set-up of web tracking system to include "intent" module. Responsibility: Dean, Student Services

2. By January 2001, Records and Registration will include manual tracking forms at registration. Responsibility: Dean, Student Services

3. By August 2001, web and manual tracking forms fully utilized for declaring "intent". Responsibility: Dean, Student Services

Category 2: Student Services: (to include all forms of Student Services: LRC, counseling and guidance, testing/assessment, FIPSE/SAP, SLAC and other tutoring laboratories, Admissions and Records, student life activities, financial aid, health center, special populations assistance, veterans' affairs, International Students, Women's Center, Disabled Student Services, job placement, child care, and various and sundry federal programs and projects, et al.)

COLLEGE STRATEGIC GOAL 2.1.99 SAN ANTONIO COLLEGE WILL DEVELOP AN ENVIRONMENT CONDUCIVE TO INDIVIDUALS ACHIEVING THEIR EDUCATIONAL GOALS.

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College Objective 2.1.1.96

By August of the year 2002, 80% of college units each academic year will promote global awareness through courses, programs, or special activities.

Division of Student Support Services

Women's Center

Strategic Objective:
By August 31, 2001 provide follow up services to YW/YM Conference senior participants in order to increase recruitment and to use as a model for other target populations, including SAEP.
Action Step 1: Establish automated tracking system
Action Step 2: Implement pilot program for senior high school students attending YW/YM Conference

College Objective 2.1.2.98

By 2002, the college will conduct and complete an audit of all programs, facilities, technology, services, activities, policies and procedures regarding ADA compliance so that the college can ensure access and reasonable accommodation.

College Level

Strategic Action Step:
1. By 2001, the college will address the ADA issues identified in the ADA audit currently being conducted by the Office of Civil Rights. Responsibility: Executive Vice President.

Division of Evening, Weekend and Distance Education

Distance Education

Strategic Objective:
By August 2001, add new criteria to Internet course development process to review new Internet courses through BOBBY & JAWS Disability Evaluators.
Action Step 1: Incorporate new criteria.
Action Step 2: Audit all new Internet courses using BOBBY & JAWS Disability Evaluators .
Action Step 3: Use results of audit to improve Internet Web pages of college's Internet courses.

Division of Student Support Services

DisABILITY Support Services

Strategic Objective:
By August 31, 2002, 80% of deaf and hearing impaired students will show measurable satisfaction and retention by providing an environment that is conducive to their academic and personal success and personal success, and recognizing their cultural needs.
Action Step 1: Hire a part-time counselor with sign language skills
Action Step 2: Work with district facilities office (carpenters and electricians) for the estimate of renovation of existing space, and seek administration assistance for funding

College Objective 2.1.3.99

By the year 2002, the college will provide students, employees and the community reasonable remote access to placement and instructional applications.

College Level

Strategic Action Steps:
1. By 2001, the Office of Instructional Technologies will provide students reasonable remote access to placement testing. Responsibility: Director, Instructional Technologies

Performance evaluation measures:

By 2001, the Office of Instructional Technologies will have online the necessary technologies to provide students remote placement testing.

By 2001, the Office of Instructional Technologies will provide the necessary training for testing and technical personnel to provide remote placement testing.

2. By 2002, the Office of Instructional Technologies will provide students, employees and the community reasonable remote access to instructional applications. Responsibility: Director, Instructional Technologies

Performance evaluation measures:

By 2002, the Office of Instructional Technologies will provide the necessary technologies to provide students, employees and the community remote access to instructional applications.

By 2002, the Office of Instructional Technologies will provide personnel with training to provide remote access to instructional applications.

Division of Evening, Weekend and Distance Education

Distance Education

Strategic Objective:
By August 2002, SAC will increase the number of Internet courses by 10%. (college will have 4 new Internet courses) to provide reasonable remote access to instructional applications.
Action Step 1: Identify new courses to be developed; select courses that will fulfill Associate of Arts core

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curriculum.

Action Step 2: Identify and train instructors through college Internet Certification Program .

Action Step 3: Collaborate with internal college offices to enhance on-line student support services for new Internet courses.

Division of Occupational/Technical Education

Nursing Education

Strategic Objective:

The Department of Nursing Education will revise and maintain the Total Evaluation Plan by August 2002.

Action Step 1: By August 2002 the Department of Nursing Education will revise the Total Evaluation planned data collection tools.

Action Step 2: By August 2002 the Department of Nursing Education will develop evaluation instrument for implementation of WECM.

Action Step 3: By August 2002 the Department of Nursing Education will develop an evaluation system to compare local (main campus) courses with the Distance Learning Initiatives.

President and Executive Vice President

Technology Center

Strategic Objective:

By August 2001, San Antonio College will have a fully implemented and operational Technology Center which is hard money funded to provide coordination and plans for technology related activities and adequate technical support.

Action Step 1: Obtain an FTE and funding for a full-time campus-wide computer programmer.

Action Step 2: Obtain an FTE and funding for two full-time campus-wide computer network administrator/ engineers.

Action Step 3: Obtain an FTE and funding for three full-time campus-wide computer lab techs level III.

Action Step 4: Obtain an FTE and funding for a full-time campus-wide help desk specialist.

Action Step 5: Obtain an FTE and funding for a full-time records supervisor.

Action Step 6: Employ eight part-time computer and network Technicians, one to be on duty during all hours the college is open (M-F and weekends).

Action Step 7: Employ eight part-time Help Desk Technicians, one to be on duty during all hours the college is open (M-F and weekends).

Action Step 8: Obtain software, hardware, tools, communications devices, and bench stock to be used for all SAC unit installation and repairs.

Action Step 9: Provide professional training for Technology Center staff, especially in the area of videoconferencing.

Action Step 10: Arrange for Technology Center staff to attend state and national technology conferences in order to stay in communication with other institutions and current in new technology.

Action Step 11: Acquire an adequate permanent location for the Technology Center offices, repair center, storage, and an area for the Help Desk.

Action Step 12: Provide external repair services for equipment that cannot be repaired by on-campus personnel.

Action Step 13: Develop a formula for providing additional personnel based on the rate of technological growth of the College.

College Objective 2.1.4.99

By the year 2002, the college will provide on line synchronous communications for counseling, financial aid, and other student services to remote locations.

College Level

Strategic Action Steps:

1. By 2002, integrate current web technologies into the areas of counseling, registration, and retention. Responsibility: Director, Instructional Technologies

    1.1 Provide a web based white board to promote communication and collaboration between counselors and students.
    1.2 Provide newsgroups and listserves to promote communication and student development.
    1.3 Provide interactive web pages to promote communication between student services representatives and students.
    1.4 Provide Instant Messenger capabilities to promote communication between student service units and the students that they serve.

2. By 2001, provide desktop videoconference capabilities for counseling and student services. Responsibility: Director, Instructional Technologies

3. By 2001, provide analog and digital conferencing capabilities for counseling and student services. Responsibility: Director, Instructional Technologies

4. By 2001, provide a "mobile" office environment to help aid in counseling and registrations functions at remote locations. Responsibility: Director, Instructional Technologies

Division of Arts and Sciences

Student Learning Assistance Center

Strategic Objective:
By October 1, 2002increase tutoring 5% by using W.W.W.
Action Step 1: Plan and purchase technology required to tutor via W.W.W.

Division of Student Support Services

Counseling Center

Strategic Objective:
By August 2002, the Counseling Center will provide on-line synchronous services to remote locations.
Action Step 1: Appoint lead person in Counseling Center.
Action Step 2: Determine equipment needs/costs.
Action Step 3: Purchase necessary software/equipment.
Action Step 4: Plan staffing and space requirement for implementation.

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Category 3: Employee Development: (to include all forms of professional enhancement activities for all faculty, staff and administrators, e.g., college classes (undergraduate and graduate), workshops, seminars, conferences/conventions, and faculty exchange programs, et al.)

COLLEGE STRATEGIC GOAL 3.1.98 SAN ANTONIO COLLEGE WILL SUPPORT EMPLOYEE OPPORTUNITIES FOR PROFESSIONAL AND PERSONAL DEVELOPMENT.

College Objective 3.1.1.98

By 2002, 100% of full-time, permanent employees of San Antonio College will have participated in activities to raise their awareness of Section 504 of the Vocational Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990.

College Level

Strategic Action Steps:

1. By November of 2000, disAbility Support Services will have made information available to all college units. Responsibility: Executive Vice President

2. By February of 2001 all full-time, permanent employees will have read the information and indicated such by their signature on a sign off sheet to be kept by the department chairperson or unit manager. Responsibility: Executive Vice President

3. By November of 2001, disAbility Support Services will have held informational workshops for faculty and staff. Responsibility: Executive Vice President

Performance Evaluation Measure:

By December of 2001 the Executive Vice President will certify to the Institutional Effectiveness Steering Committee that all employees have read the relevant information. The Executive Vice President will also provide a list of those employees who attended the workshops.

Division of Student Support Services

Counseling Center

Strategic Objective:

By August 2001, 100% of Counseling Center full-time employees will have participated in activities to raise their awareness of laws regarding disabled students.

Action Step 1: Identify dates for training.
Action Step 2: ADA representative prepares training.
Action Step 3: Conduct Training.

Category 4: Administrative Support: (to include all activities supporting the mandates to provide educational opportunities for the community, e.g., President, Executive Vice President, Deans of Arts &

Sciences, Occupational and Technical Education, Continuing Education and Workforce Development, Student Services, Evening, Weekend, and Distance Education, LRC, and adjunct administrative services such as Community and Public Relations, Institutional Advancement, Institutional Research, Institutional Planning and Budget, facilities management and fiscal planning, et al.)

COLLEGE STRATEGIC GOAL 4.1.97 THE ETHNIC DIVERSITY OF FACULTY, ADMINISTRATORS, AND PROFESSIONALS FOR THE COLLEGE WILL BE IN PROPORTION TO THE DIVERSITY OF THE COLLEGE STUDENT POPULATION.

College Objective 4.1.1.97

By August of 2005, at least 60% of the administrative, 60% of the faculty, and 60% of the professional positions' applicant pools will consist of individuals from ethnically diverse backgrounds.

College Level

Strategic Action Steps:

1. By August 2001, the hiring process for faculty should begin early in the Fall Semester for positions anticipated to become available in the subsequent Fall Semester. Responsibility: Executive Vice President

2. By August 2001, the hiring process will be enhanced by advertising in various places. This process will be enhanced by advertising on web sites and in the respective newsletters of churches, social and civic organizations. In addition, area businesses and corporations will be contacted for approval to place job placements on their bulletin boards. Responsibility: Executive Vice President

3. By August 2001, an outreach program will be established to actively recruit applicants from colleges and universities. This will be done by participation in professional organizations, career fairs, etc. Responsibility: Executive Vice President

4. By August 2001, Departmental Chairpersons will provide the search committee with data related to the diversity of the department. The data will be provided merely to acquaint search committee members who are not departmental staff/faculty with the composition of the department.

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COLLEGE STRATEGIC GOAL 4.2.98 THE COLLEGE WILL CONTINUALLY ASSESS AND RESPOND TO CHANGING TECHNOLOGY NEEDS.

College Objective 4.2.1.98

By 2002 80% of all college employees will have achieved appropriate levels of computer utilization and/or computer technical proficiency appropriate to their tasks.

President and Executive Vice President

Instructional Innovation Center

Strategic Objective:
By August 2000, 100% of the activities of the Instructional Innovation Center will be converted to hard money.

Action Step 1: Continue with the hard money conversion plan to be completed by August 2000.

Action Step 2: Obtain hard money funding and FTE for a permanent Director during 1999-2000.

Action Step 3: Obtain an FTE and funding for a campus Web master by September 2000.

Action Step 4: Obtain an FTE and funding for the Multimedia Specialist's position by September 2000.

Action Step 5: Obtain an FTE and funding for a professional Instructional Designer by September 2000.

Action Step 6: Obtain an FTE and funding for two full-time computer lab techs level III with multimedia experience and skills by September 2000.

Action Step 7: Obtain funding for four additional part-time computer/multimedia technicians by September 2000.

Action Step 8: Obtain funding for additional computer hardware and software as well as upgrades by September 2000.

Action Step 9: Obtain funding for Instructional Innovation Center staff to receive professional training from outside sources by September 2000.

Action Step 10: Obtain funding for Instructional Innovation Center staff to attend state and national technology conferences by September 2000.

Action Step 11: Develop a formula for providing additional personnel based on the rate of technological growth of the College during 2000.

Technology Training Program

Strategic Objective:
By August 2000, 100% of the activities of the Instructional Innovation Center will be converted to hard money.

Action Step 1: Obtain funding for a half-time coordinator for the Technology Training Program.

Action Step 2: Obtain an FTE and funding for a full-time Computer Lab Tech III to assist with training and maintain hardware and software.

Action Step 3: Obtain funding and provide training presented by external professionals that cannot be provided by volunteer instructors.

Action Step 4: Obtain additional software and upgrade programs used for technology training to current versions.

Action Step 5: Upgrade existing hardware and obtain additional hardware to meet demands of new training software.

Action Step 6: Arrange for Technology Training Program staff to attend state and national technology

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conferences in order to stay in communication with other institutions providing staff training.

Division of Student Support Services

Student Activities: Intramurals

Strategic Objective:
By 2001 each staff member will attend 2 workshops and seminars per year.
Action Step 1: Each staff member will assess their own need level of proficiency
Action Step 2: Each staff member will present a plan to show how they will meet this objective
Action Step 3: Each staff member will have proof of completing task (certificate of completion)

College Objective 4.2.2.98

By 2002 the college will maintain 100% of PCs, excluding faculty work stations, and file servers on campus to the component level.

College Level

Strategic Action Steps:

1. By 2001, the Office of Instructional Technologies will establish a comprehensive inventory of all technologies on campus and establish the life cycle of equipment. Responsibility: Director, Instructional Technologies

2. By 2001, the Office of Instructional Technologies will establish a replacement cycle for equipment to the component level. Responsibility: Director, Instructional Technologies

College Objective 4.2.3.98

By 2002 the college will provide security devices for the PCs and file servers on campus.

College Level

Strategic Action Steps:

1. By 2001, the Office of Instructional Technologies will provide physical and system security. Responsibility: Director, Instructional Technologies

2. By 2002, the Office of Instructional Technologies will provide network and World Wide Web security. Responsibility: Director, Instructional Technologies

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College Objective 4.2.4.98

By 2002 each instructional unit will have access to multimedia capabilities sufficient to meet their instructional needs.

College Level

Strategic Action Steps:

1. By 2001, the Office of Instructional Technologies will plan to speed up Network Access in important locations. Responsibility: Director, Instructional Technologies

2. By 2001, the Office of Instructional Technologies will evaluate the usage of Multimedia Resources and make recommendations for modifications. Responsibility: Director, Instructional Technologies

3. By 2001, the Office of Instructional Technologies will provide for BETA testing of Web Broadcasting capabilities. Responsibility: Director, Instructional Technologies

4. By 2001, the Office of Instructional Technologies in partnership with the Learning Resource Center, LRC, will evaluate and revise services offered by Audio Visual, Instructional Television, and Instructional Innovation. Responsibility: Director, Instructional Technologies

Division of Arts and Sciences

Fine Arts

Strategic Objective:

By August 2001 Fine Arts will have expanded its Internet course offerings to meet increasing demand for Art History and Art Appreciation courses, otherwise unavailable due to lack of classroom space.

Action Step 1: A new internet course, Art Appreciation will be produced and additional qualified faculty will train to teach the expanded course section offerings in Art History.

Division of Student Support Services

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DisABILITY Support Services

Strategic Objective:

By August 2001, 80% of students with disabilities will have utilized multimedia equipment in the DSS lab and in the classrooms, and received technical support from a full-time computer lab technician who facilitates the necessary adaptations and user training to meet students' specialized needs.

Action Step 1: By August 2001, DSS will have hired a full-time computer lab technician with required qualifications who will be charged with providing training, technical support, equipment upgrade, and general maintenance of DSS lab, adaptive classroom equipment, and Unit's needs.

Action Step 2: Prior to the beginning of each semester in 2001-2001, DSS with have coordinated with academic and occupational/technical departments regarding required curriculum that necessitates the use of adaptive software and hardware.

Action Step 3: Prior to the beginning of each semester or within a reasonably expected timely manner, DSS will have physically placed the equipment securely in the classrooms and/or labs and retrieved equipment at the end of each semester.

College Objective 4.2.5.98

By 2000 all computer facilities will be networked to provide universal access where appropriate.

College Level

Strategic Action Step:

1. By May 2001, the Office of Instructional Technologies will determine network status of all labs and develop a plan for completing the networking project. Responsibility: Director, Instructional Technologies.

Division of Occupational/Technical Education

Computer Aided Drafting and Design Technology

Strategic Objective:

By August 2001, all CADD labs will be networked including connection to the Internet and EMail.

Action Step 1: Network all CADD labs

College Objective 4.2.6.98

By the year 2002, the college will provide students, employees, and community, on- or off-campus, reasonable access to electronic resources available for distribution through the

Learning Resource Center.

College Level

Strategic Action Steps:

1. Participate in Title V Grant proposal.
2. Submit a Texas Infrastructure Board DI3 Grant. Responsibility: Dean, Learning Resource Center

Executive Vice President

Learning Resource Center

Strategic Objective:

By August 2005, increase access to existing and emerging high technologies for information delivery, recording, and manipulation by implementing 100 workstations in the LRC.*

*Note: The term "workstation" in this strategic objective is defined as any item or system. It is not limited to computers workstations.

Action Step 1: Obtain closed captioning equipment for television and videoconference programs (EMC) by August 2001.*

Action Step 2: Replace existing print system with network printing for 2nd, 3rd, and 4th floors by Spring 2001.*

Action Step 3: Purchase 30 new computers with web access for Reference area by November 2000.

Action Step 4: Purchase 12 **each**: scanners, digital cameras, CD burners, computer production/ presentation units, and workstations to establish a student multi-media production suite (AV) by March 2005.

Action Step 5: Purchase equipment to build 15 rolling multi-media carts with equipment for digital classroom presentations by students (AV) by March 2005.

Action Step 6: Purchase an interactive research/reference kiosk (for both ends) for distance learning site by February 2001.

Action Step 7: Purchase 10 DVD units, Proscan monitors, and multi-media transport units for students to use in classroom presentations and in-library use (AV) by November 2003.

Action Step 8: Purchase 1 computer and workstation with software to allow visually impaired persons to access the library catalog and databases in the Reference area (ADA) by October 2000.

Action Step 9: Purchase 2 color photocopiers (Reference and Periodicals) for students to copy art prints for classroom projects by January 2002.

Action Step 10: Purchase 1 high speed audio cassette duplication (AV Circ) to copy instructor's reviews for students by October 2000.

Action Step 11: Purchase 1 DVD driver and computer to provide access to the 2000 Census Report and other government documents on DVD (Gov. Docs) by January 2001.

Action Step 12: Purchase 3 TV/VCR combination units for AV (Circ) by August 2001.

Action Step 13: Purchase 10 overhead projectors for AV (Circ) by August 2001.

Action Step 14: Purchase 4 four-head VHS recorders for AV (Circ) by August 2001.

Action Step 15: Purchase 6 forty-two inch high projector carts for AV (Circ) by August 2001.

Action Step 16: Purchase 1 digital photographic camera for AV (Photography) by August 2001.

Action Step 17: Purchase 1 banner maker unit for AV (Graphics) by August 2001.

Action Step 18: Purchase 1 plotter unit for AV (Graphics) by August 2001.

Action Step 19: Purchase 3 VHS camcorders with tripod ,case, and extra battery (each) for AV by August 2001.

Action Step 20: Revise and/or develop, and implement evaluation instruments in public service areas (not Library Instruction or Point of Use Instruction) of the LRC by August 2002.

Action Step 21: Participate in Title V grant to strengthen Distance Learning through various avenues by August 2004.

Action Step 22: Purchase and install a half-transponder satellite receiver by August 2001.

College Objective 4.2.9.98

By 2002 the college will provide .4%of the annual college budget or $200,000, which ever is greater, to meet furniture and equipment needs not covered by the technology fee.

College Level

Strategic Action Steps:

1. By October, 2000 .2% or $100,000, which ever is greater, will be made available for furniture and equipment needs. Responsibility: Executive Vice President

2. By October 2001 .4% or $200,000, which ever is greater, will be made available for furniture and equipment needs. Responsibility: Executive Vice President

Category 5: Community Support and Outreach: (to include all activities which involve the community such as fine arts presentations (Drama, Art, Music), Student Life Activities, use of facilities either sponsored or rented, Public Relations, et al.)

COLLEGE STRATEGIC GOAL 5.1.98 SAN ANTONIO COLLEGE WILL CONTINUE TO CREATE AND EXPAND COMMUNITY SUPPORT AND OUTREACH ACTIVITIES.

College Objective 5.1.1.98

By August 2000, the college will facilitate the development of a non-profit alumni association which will operate in a manner consistent with college goals and objectives and which will be funded independent of the college.

College Objective 5.1.2.99

By August 2001, the college will provide technical and continuing education programs to a minimum of 65 private and public-sector employers through contracted instruction each year.

Division of Continuing Education and Workforce Development

Continuing Education & Workforce Development

Strategic Objective:

By August, 2001, CE will have delivered contract instruction to 65 local employers each year.

Action Step 1: Identify industries to be targeted with publicity.

Action Step 2: Develop promotion plan.

Action Step 3: Initiate promotional efforts

Action Step 4: Follow-up on employers responding to promotion efforts and initiate training contracts.

College Objective 5.1.3.99

By 2002, the college will increase by 20% the number of activities which enhance community awareness of its programs and services.

College Level

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Strategic Action Steps:

1. By August 2001, the Public Relations Office will create and implement a marketing plan to promote registration at the college. Responsibility: Director, Public Relations

2. By August 2001, the Public Relations Office will create a new general information brochure and a new college-wide view book for use by recruiters, admissions personnel, telephone hotline personnel, and others to promote registration at the college. Responsibility: Director, Public Relations

Division of Arts and Sciences

Basic Skills Enrichment Program

Strategic Objective:

By August 31, 2001, Basic Skills Enrichment Program will increase participation in its TASP Review session by achieving an increase of 100% or 832 participants.

Action Step 1: Activate a home page on the Internet for Basic Skills Enrichment Program.

Division of Continuing Education and Workforce Development

Scobee Planetarium

Strategic Objective:

By August 2001, the Scobee Planetarium will have initiated two new community development activities as part of the community outreach effort of the college.

Action Step 1: Develop plan to establish Community Advisory Committee.

Action Step 2: Schedule organizational meeting.

Action Step 3: Response to Advisory Committee's determination of appropriate community collaborations.

Continuing Education & Workforce Development

Strategic Objective:

By August, 2001, the Division will have registered 18,600 students as a result of increased community awareness of CE programs and services.

Action Step 1: Update the Division's Marketing Plan based on available funding.

Action Step 2: Select promotional efforts.

Action Step 3: Establish tracking parameters to determine return on investment.

Action Step 4: Evaluate and report overall results.

Division of Occupational/Technical Education

Engineering - Electronics

Strategic Objective:

By August 2002, community awareness of the Electronics Program will increase by 25%.

Action Step 1: Make a promotional CD ROM disk explaining the SAC Electronics Technology Program available to high schools.

College Objective 5.1.4.99

By 2002, 75% of all college units will be involved each year in community service activities as appropriate.

College Level

Strategic Action Step:

1. By May, 2001, the college will participate in the ACCD grant for service learning activities.

Division of Occupational/Technical Education

Management

Strategic Objective:

By August of 2001, 75% of the programs in the Management Department will participate in Community Service Activities.

Action Step 1: Record participation in Community Service Activities.

Division of Student Support Services

Student Activities

Strategic Objective:

By 2001 participate in two community service projects.

Action Step 1: Contact community service agencies

Action Step 2: Scheduling the event

Women's Center

Strategic Objective:

By April 31, 2001 a minimum of 10% increase in number of SAC departments participating in YW/YM Conference over 1999 data will be demonstrated.

Action Step 1: Publicize/promote participation in YW/YM Conference to SAC departments/Units as a means of providing community service.

ONGOING ACTIVITIES

UNIT ONGOING ACTIVITIES

Division of Arts and Sciences

Architecture

Instruction:

- < Provide quality instruction in all Architecture courses
- < Coordinate project displays in exhibition areas
- < Coordinate jury evaluations of student work
- < Maintain Architectural resource center
- < Provide and supervise student workshop facility
- < Review of curricula, course content, and instructional methods

Student Services:

- < Faculty advisement in academic major
- < Provide opportunity for students to visit Architecture sites in other countries

Employee Development:

- < Distribute allocated funds for meaningful faculty development activities
- < Monitor faculty participation in development activities

Administrative Support:

- < Development of Unit plans, budgets, and class schedules
- < Monitor course completion rates, productive grade rates, enrollment growth, Lab fees, and faculty ratios
- < Maintain adjunct pool of qualified faculty
- < Review and reinforce relations with senior institutions and professional organizations

Community Support and Outreach:

- < Department tours arranged upon request
- < Faculty participation in career day activities and special projects

Astronomy

Instruction:

- < Offer Lecture Classes ASTR 1370(introductory Astronomy) and ASTR 1371(principles of Astronomy) for the General Student Population Needing Science Credits.
- < Offer a Laboratory Class, ASTR 1170(introduction to Astronomy Laboratory) for Students Needing Laboratory Credit with a Science Lecture Class.
- < Develop New Courses as Needed by Students.
- < Provide computer/laser disk aided lectures to simulate the "Planetarium" effect.
- < Offer ASTR 1370 on the Internet (including Flex sessions).
- < Offer ASTR 1370 and ASTR 1170 for Pre-Service and In-Service Sciences Teachers.

Student Services:

- < Offer Tutoring by Faculty During Office Hours.

- Offer Academic and Career Counseling to Astronomy and Astrophysics Majors and Other Related Majors. Academic Counseling Offered to Other Students as Needed.

Employee Development:

- Provide employee development activities for departmental faculty and staff.
- Provide opportunities for faculty and staff to enhance their computer skills.
- Provide opportunities for faculty and staff to participate in department, college, and district organizations and committees.

Administrative Support:

- Provide the necessary publicity to increase enrollment and meet student needs.
- Upgrade classroom and laboratory technology to the state-of-the-art level.

Community Support and Outreach:

- Provide opportunity for all local colleges and organizations to collaborate with Astronomy department in various civic affairs.

Biology

Instruction:

- Provide dynamic, broad curricula which integrates modern pedagogy and technology within a traditional framework.
- Insure that students have access to essential equipment in laboratories.
- Support the Biology study laboratory as an ancillary learning facility.

Student Services:

- Participate in faculty advising in the following areas: mentors in Texas A&M AMP, Pre-Med advising, and advising and placing students during registration.
- Serve as faculty advisors to campus organizations such as the Biology Club and Phi Theta Kappa.

Employee development:

- Provide opportunities for employees to: participate in college, district, and community service activities; take courses; and attend conferences and seminars.

Administrative support:

- Provide administrative support to accomplish the departmental mission.

Business Administration

Instruction:

- Provide instruction to Business Administration department students.
- Assign, collect and grade homework.
- Determine grades based on overall evaluation of students' work.
- Prepare and modify syllabi for courses offered.
- Faculty members maintain scheduled office hours.
- Encourage students to benefit from the Student Learning Assistance Center.

Student Services:

- Advise Business Administration department students.
- Provide Business Administration faculty as sponsors and coordinators for the Student Business

Association.

Employee Development:

< Encourage professional development of faculty and staff members.

Administration:

< Prepare, administer, and grade examinations.

< Evaluate and counsel tenure-track faculty

< Conduct and assess student evaluations to determine effectiveness of instruction.

< Evaluate adjunct faculty through Chair's classroom observation and students' surveys.

< Offer afternoon, weekend and off campus courses.

< Prepare class schedules.

< Encourage and assign faculty members to department, college and district committees.

Chemistry

Instruction:

< Offer Developmental Classes, Chem 0370, for students deficient in Mathematics and Chemistry Background.

< Offer Introductory Chemistry Lecture Classes, Chem 1305 and Chem 1307 and Introductory Chemistry Laboratory Classes, Chem 1105 and Chem 1107, for Non-science Majors and Allied Health and Nursing Students(and B.S.N. Programs).

< Offer General Chemistry Lecture Classes, Chem 1311 and Chem 1312, and General Chemistry Laboratory Classes, Chem 1111 and Chem 1112 and Also offer the Combination General Chemistry Lecture and Laboratory Classes, Chem 1411 and Chem 1412.

< Offer Quantitative Analysis, Chem 2401, as Needed for job requirements of our students.

< Offer computer aided lectures in some Chem 1411 and Chem 1412 sections.

< Offer computer aided experiments in some sections of Chem 1411 and Chem 1412

< Offer Organic Chemistry Lecture Classes, Chem 2323 and Chem 2325, and Organic Chemistry Laboratory Classes, chem 2223 and Chem 2225 for Science Majors.

< Offer Honors General Chemistry I and II (Chem 1475 and Chem 1476)

Student Services:

< Offer tutoring in all courses in our Student Learning Center.

< Offer tutoring by faculty during office hours.

< Offer academic and career counseling to students majoring in Chemistry, Nursing, Dentistry, Pharmacy, Physical Therapy and Medicine.

Employee Development:

< Provide employment development activities for departmental faculty and staff.

< Provide opportunities for faculty and staff to enhance their computer skills.

< Provide opportunities for faculty and staff to participate in department, college, and district organizations and committees.

Administrative Support:

< Provide the necessary publicity to increase enrollment and meet student needs.

< Upgrade classroom and laboratory technology to the state-of-the-art level.

Community Support and Outreach:

< Provide opportunity for all local colleges and organizations to collaborate with our department in various civic affairs.

Earth Sciences

Instruction:

- < Offer a broad spectrum of traditional geography courses including; Geog 1301(Physical),Geog 1302(Cultural),Geog 1303 (World),Geog 1370(Weather and Climate),Geog 2312(Economic), and Geog 2319(Latin America)
- < Offer new courses with a Geographic Information Systems emphasis: Geog 2470(Maps and Map Interpretation) and Geog 2472(Intermediate Geographic Information Systems), Geog 2474 (Advanced Geographic Information Systems), Geog 2478 (Remote Sensing and Raster), and Geog 2177 (Special Topics in GIS).
- < Offer first year Geology lecture courses for general students including: Geog 1301(Earth Sciences, Survey), Geog 1305(Environmental), and Geog 1345(Introductory Oceanography).
- < Offer first year Geology lecture and laboratory classes for science and some non-science majors; Geog 1403(Physical) and Geog 1404(Historical)
- < Offer second year Geology field course, Geog 2307, and second year Geology major lecture and laboratory courses; Geog 2409 (Mineralogy), Geog 2411 (Petrology) and Geog 2471 (Invertebrate Paleontology) as needed by students.
- < Offer Geol 1403 for Pre-Service and In-Service teachers.
- < Offer Internet courses: Geog 1303 (World), Geog 2470 (GIS) and Geol 1301 (Earth Sciences).
- < Development of new courses as needed.

Student services:

- < Offer tutoring by faculty during office hours.
- < Offer academic and career counseling to Geography, Geology, Environmental Science and other related majors. Academic counseling offered to other students as needed.

Employee development:

- < Provide employee development activities for departmental faculty and staff. Provide opportunities for faculty and staff to enhance their computer skills.
- < Provide opportunities for faculty and staff to participate in department, college, and district organizations and committees.

Administrative support:

- < Provide the necessary publicity to increase enrollment and meet student needs. Upgrade classroom and technology to the state-of-the-art level.

Community support and outreach:

- < Provide opportunity for all local colleges and organizations to collaborate with our department in various civic affairs.

Economics

Instruction:

- < To provide high quality economics principles courses which are required for students pursuing professional two-year occupational, and liberal arts degrees.

Student Services:

- < To continue our tutoring and mentoring of students and recruitment of qualified student tutors for the tutoring center.
- < To participate in the advisement of Economics majors and to place students in registration.

Employee Development:

< To participate in workshops, take graduate courses, and attend professional conferences and seminars.

Administration:

< To provide the necessary administrative support for the faculty to accomplish the departmental purpose or mission.

< To continue to serve on departmental, college, and ACCD Committees.

< To continue to update and increase our 2 + 2 agreements to insure student success in transfer.

Engineering

Instruction:

< Provide instruction for all Engineering courses

< Provide computer lab facility and technical support

< Review of curricula, course content, and instructional methods

Student Services:

< Faculty advisement in academic major

< Support programs via NHBEP and TxAMP

Employee Development:

< Distribute allocated funds for meaningful faculty development activities

< Monitor faculty participation in development activities

Administrative Support:

< Unit plans, budgets, and class scheduling

< National Hispanic Bilingual Engineering Program

< Monitor course completion rates, productive grade rates, and lab fees

English

Instruction:

< Ensure the maintenance of academic standards in each course we teach.

< Revise curriculum as part of committee assignments and as individuals.

< Review new textbooks as part of committee assignments, as part of outside review work for publishers, and as individuals.

< Hire, train, and evaluate adjunct faculty who teach approximately 40% of course offerings.

< Supervise and evaluate the dual credit program in English.

< Manage grammar and writing labs for maximal teaching efficiency (serving students during more than 27,000 times per year).

< Manage computer classrooms for maximal efficiency thus ensuring successful integration of new teaching technologies.

< Review course syllabi to ensure than course competencies listed in departmental syllabi are an integral part of all instruction.

< Maintain a fair and flexible advanced placement program.

< Direct the Presidential Honors Program.

< Introduce new technologies such as the Internet, computer classroom usage, telecourses, and other initiatives as needed.

< Offer a writing course specifically designed to enable students to pass the writing portion of the TASP.

- Gather current information on changes in state mandates, including TASP.
- Retain as many students as possible each semester by promoting teaching practices which encourage course completion without sacrificing standards.
- Encourage professional activities that enhance teaching effectiveness.
- Introduce new sophomore courses as needed to meet special needs and interests.
- Collaborate with other departments to create interdisciplinary courses and sponsor interdisciplinary activities.
- Provide leadership for public schools in the areas of student writing and publishing, such as sponsoring Xeriscapes magazine and public readings.
- Conduct student surveys in each class each semester and review results with instructors.
- Provide college-wide leadership on culture issues by organizing or serving on committees for special events such as Women's History Week, Black History Month, College Book Fair, the Multicultural Conference, and presentations by recognized scholars.
- Ensure that placement procedures and policies result in appropriate placement for students.
- Conduct workshops, symposia, and colloquia within the department to share teaching strategies and successes.
- Utilize multimedia technology in our classrooms and update our technology as our budget allows.
- Promote global awareness in all our courses.
- Offer a variety of classes and scheduling options to serve student needs.
- Offer adequate sections to serve student needs.

Student Services:

- Monitor registration and provide courteous, prompt service to students who need schedule adjustments.
- Provide opportunities for English majors to interact with faculty outside the classroom through the Cheshyre Cheese society, various poetry events, and special invitations to guest lectures and readings.
- Provide comprehensive tutoring for students.
- Operate a word processing lab for drop-in composition and printing of essays.
- Sponsor student groups to promote cultural diversity and global awareness.
- Survey students in each class and review results with instructors.
- Provide administrative support to promote the instructor/student communication process.
- Publish student essays and creative writing in various forums.
- Track student success through various levels of English courses.
- Evaluate various modes of instructional delivery.
- Provide pre-professional employment for English majors in the tutoring program and the labs.

Employee Development:

- Participate in an average of more than two professional associations per faculty member per year, including the National Conference of Teachers of English (12 faculty), the Conference of College Teachers of English (14 faculty), and more than 30 other professional organizations.
- Present an average of one presentation per year per faculty member at academic conferences.
- Publish poems, novels, academic articles, reviews, academic books, web pages, and CD-ROMs.
- Serve as editors and reviewers of professional publications
- Attend conferences, seminars, workshops, symposia, and colloquia that enhance teaching effectiveness and promote professional development.
- Develop and modify three-year growth plans.
- Participate in post-graduate educational programs to maintain steady progress towards tenure and

promotion.

- < Pursue specialized training in areas outside the discipline such as teaching/learning styles and innovative technologies that can be incorporated into the English classroom.
- < Make adjustments to teaching techniques as needed after reviewing student surveys.
- < Review course syllabi of other faculty members and incorporate new elements as needed.
- < Create a collegial environment throughout the college which promotes open discussion of the educational mission shared by all and how best to fulfill it.
- < Develop and attend intra-departmental seminars and workshops on teaching effectiveness, retention, grading, course syllabi, course competencies, literary topics, film criticism, specialized course offerings, and successes and failures in the classroom.

Administrative Support:

- < Develop a comprehensive schedule of classes each semester.
- < Complete schedule revisions as needed.
- < Monitor registration and make modifications as needed based on course enrollments.
- < Respond to administrative requests for distance learning initiatives and provide excellent instructors for those initiatives.
- < Advertise for, supervise the hiring process of, and train and evaluate new tenure-track faculty.
- < Interview, hire, train, and evaluate adjunct faculty.
- < Serve on an average of 25-30 college and district committees each year.
- < Schedule all rooms in Gonzales Hall and four rooms in McCreless Hall.
- < Provide administrative support for courses.
- < Maintain integrity of the discipline through 20 departmental committees.
- < Provide expert services to new initiatives of the college and district such as grant proposal writing and serving as liaison to community groups.
- < Serve as chairperson of the District Chairs Council.
- < Serve as chairperson of the English Department.
- < Direct the Presidential Honors Program.
- < Serve as Director of Activity III of Title III grant.
- < Manage departmental budget that generates of surplus of approximately $1 million.
- < Provide academic counseling for students to support Counseling Center activities.
- < Maintain professional development records of all faculty.
- < Process faculty requests for professional developmental activities.

Community Support & Outreach:

- < Encourage faculty participation in community activities.
- < Provide judges for UIL writing event.
- < Offer support and participation for Women in History symposium.
- < Offer support and participation in Multicultural Conference.
- < Participate in celebration of Black Heritage month.
- < Support SAC Book Fair involving the community.
- < Offer support and participation for Hispanic Heritage Month.

Foreign Languages

Instruction:

< Offer foreign language instruction in a variety of formats and times to meet student demand.
< Provide support for language laboratory instruction.
< Offer English classes for non-native speakers.
< Teach Student Development classes for foreign students.

Student Support:

< Provide student counseling and advising.
< Provide travel/study program for students, faculty, staff and community.
< Sponsor International Students Organization.

Administrative Support:

< Maintain a department office to service students and faculty in Foreign Languages and ESOL.
< Provide financial and faculty/staff/student support for the Foreign Languages Symposium.
< Provide 100% release time for Ruth Del Cueto to Continuing Education Division.
< Support seminar, conference and graduate course work for faculty.

Community Support Outreach:

< Provide dual credit courses to high schools.
< Provide language laboratory facilities for high school AP programs.

Government

Instruction:

< Provide excellent experienced instruction to 6,000 students
< Continue to develop new delivery techniques including telecourse and Internet
< Expand computer sections including Flex
< Provide advising as requested
< Government 2302 Honors

Employee Development:

< Continue training and updating of faculty computer abilities
< One-fourth of full-time faculty are Internet certified

Administrative Support:

< Assess equipment needs and devise equipment plan
< Continue assessment and revision of curriculum
< Continue excellent administrative support to department

History

Instruction:

< Provide quality instruction in required and elective history courses.
< Provide history telecourses for students who need or prefer an alternative delivery system.
< Provide quality instruction in Interdisciplinary Studies courses.
< Review textbooks and ancillary curriculum materials to insure that students have quality instructional materials.
< Provide history internet courses for students who need or prefer an alternative delivery system.

< Maintain instructional support equipment and supplies to enhance instructional delivery.

Student Services:

< Provide faculty advising for Interdisciplinary Studies students enrolled in Interdisciplinary courses taught by history faculty.

< Provide faculty advising on transfer problems and future academic progress for student in history classes.

< Provide faculty advising for history majors and selected incoming freshmen.

< Provide faculty advising on academic problems for students in departmental classes.

< Provide opportunities for students to participate in service learning program.

Employee Development:

< Participate in Employee Development Day.

< Attend and participate in professional conferences.

< Participate in numerous computer training sessions.

< Promote the discussion and exchange of professional literature within the department.

< Promote the certification of faculty for use of rolling multi-media units from IIC..

< Promote certification of internet faculty.

Administrative Support:

< Offer courses at times and locations which serve students' needs.

< Provide support for articulation activities, including 2 + 2 agreements.

< Monitor enforcement of skill level prerequisites for history courses and interdisciplinary studies courses offered by the history department.

< Monitor the registration process to minimize problems and inconveniences for students.

< Hosting the IIC's multi-media rolling units for the Chance Academic Center Building.

< Assisting other departments housed in The Change Academic Center Building through the Department's Evening Coordinator by providing services after these departments offices have closed.

< Maintain convenient access to a variety of instructional equipment within the department.

< Supervise large number of Adjunct Faculty to insure quality instruction in the department's classes.

< Screen applicants for adjunct faculty to insure that the department has an adequate number of highly qualified adjunct faculty to staff classes in the department.

Community Support and Outreach:

< Refer requests for scholarly advice, public speakers, and other forms of community service to resource persons within the department

< Participation in service learning program by several members of the department.

< Volunteer work in numerous service organization by varied members of the department.

< Respond to questions from media on questions needing historical clarification.

Journalism

Instruction

< Publish 22 issues of The Ranger during the fall and spring semesters and one issue of The Fourth Write magazine in the spring.

< Maintain web site for The Ranger during the fall and spring semesters

- Maintain web site for The Fourth Write magazine.
- Maintain web site for the Urban Journalism Workshop
- Instructors recruited and students conducted a session at the Texas Association of Journalism Directors convention in October.
- Keep computer lab open from 8 a.m. to 10 p.m. Monday through Wednesday and 8 a.m. to 5 p.m. Thursday and Friday for students in the department.
- Bring in media personnel to speak to classes.
- Provide weekly critique of The Ranger with written comments on the newspaper and a handout (occasionally) to staff members.
- Instructor updates the college stylebook, written by the instructor and used by students in addition to the Associated Press Stylebook and Libel Manual.
- Provide students with instruction on how to organize portfolios and earn internships. Students have held internships with The Boston Globe, The New York Times, The Los Angeles Times and other prestigious newspapers.
- News photography students and instructor visited Express-News and attend sessions with professional photographers.
- Provided students with an opportunity to meet one-on-one with media personnel through a career interview assignment in COMM. 1307. Students met with more than three dozen professionals.
- Committee working on recruiting, retention and follow-up with various techniques to attract and hold students.
- Committee working on curriculum development -two courses are under consideration: Critical Thinking and Visual Literacy.
- Instructor updating and tweaking tutorial on AP Stylebook with accompanying self-paced instruction and testing.

Student Services

- Instructors and staff sponsor campus chapter of the Society of Professional Journalists, the first two-year chapter in the nation.
- Sponsor occasional Friday noon sessions for students call "Pizza and Palaver," to discuss media happenings and to provide students an opportunity to tell of their travels.
- Maintain bulletin board for financial aid, scholarships, internships and jobs.
- Send students and faculty to various state and regional conferences.
- Encourage students to apply for scholarships and internships and provide instruction on how to achieve these goals.
- Developed a booklet for counselors about the department.
- The Ranger was named one of 10 finalists for The Pacemaker Award from Associated Collegiate Press; Best Non-daily in Region 8 (Texas and Oklahoma) by SPJ (the newspaper will go on to national competition); second best Non-daily in Texas by the Associated Press Managing Editors Association; and the Sweepstakes Award from Texas Community College Journalism Association.
- Student was selected for an internship at the Brownwood Bulletin by Texas APME Assocation in an open competition among college and university students.
- Students won the Ajay Castro Scholarship and the Michelle Lima Scholarship, both open competitions among college and university students.
- Provided financial support through work scholarships for between 13-15 student editors, photographers, illustrators and ad personnel on The Ranger.

Employee development:

- Provided sessions for faculty and staff to learn new computer programs.

- Staff member attended Poynter Institute in Florida, a nationally recognized journalism think tank, for a week.
- Faculty and staff participate in professional organizations: Society of Professional Journalists, Association of Hispanic Journalists, San Antonio Black Journalists, Texas Association of Journalism Educators.
- Established working relationships (through the Urban Journalist Workshop) with the San Antonio Express-News, the Austin American-Statesmen, the Fort Worth Star-Telegram, the Dallas Morning News, Prime Time Newspapers, Southern Newspapers, Southwest Texas State University Department of Communications, Texas A&M University Department of Mass Communications.
- Won a $500 grant from Texas AP Managing Editors Association to sponsor a two-day photography workshop for high school teachers in summer 2000. This workshop will involve 20 teachers and an equal number of professional photojournalists as instructors.

Community Support and Outreach:

- Sponsor Urban Journalism Workshop at San Antonio College in its 16th year in summer 2000.
- Keep track of students in the workshop as required by one of the sponsors, Dow Jones Inc. 3. Students in the program stay in touch with the department through special events during the year, which contribute to the bonding.
- Provide public service announcement space in The Ranger for campus and community groups.
- Christmas party for former students, UJW exes, campus chapter and professional chapter of the Society of Professional Journalists.
- Instructors and staff visit high schools to speak to classes and recruit students.
- Instructors judge University Intersholastic League journalism contests at district and regional levels.
- Sponsor the Edith Fox King Journalism Lecture to bring to campus Pulitzer Prize winning journalists to speak to students and in a free lecture to the public. This year's speaker was Rodolfo Gonzalez, a former student in 1987, who won for spot news photojournalism with the Denver Rocky Mountain News.
- Help the pro SPJ chapter with the Gridiron Show, which provides student scholarships.
- Send representatives to college fairs around the area.
- Instructors judge various pro contests: Texas Outdoor Writers Association, Texas Baptist Communicators and Community Newspaper Association.
- Published newsletter called Legacy for ex-students and friends of the department.
- Chairman is a member of the education advisory board of the Texas Public Relations Association.
- Set up window displays in Loftin Student Center for recruitment.
- The Ranger newsroom was one of the destinations of student groups touring campus.
- Sponsored Explorer Post for middle and high school students interested in journalism or photography.

Administrative Support

- Chairman writes weekly newsletter called Boastings which is sent to the president, executive vice president, three deans and the PR department to make them aware of what we are doing in the department.
- Chairman provides Helpful Hints, a booklet for adjunct faculty teaching Introduction to Mass Communications.
- Chairman maintains checkout list for AV and keeps track of videotapes and other AV material.

Kinesiology and Physical Education

Instruction:

- Provide quality instruction in courses available for Kinesiology and/or Physical Education majors.
- Provide quality instruction in courses designed to meet student needs in personal health and wellness

through various physical fitness activities.

- < Provide quality instruction in courses designed to develop skills in lifetime recreational sports and activities.
- < Review and/or revise every department course syllabus.
- < Provide course offerings for the physically challenged.

Student Services:

- < Provide students and employees opportunity to participate in non-class recreational and fitness activities.
- < Provide educational and/or course advisement to department majors and other students in the department and college.
- < Provide enrichment experiences for department majors through the Physical Education Majors Club.
- < Provide facilities and assistance for the college intramural and club sport programs.

Employee Development:

- < Provide opportunity for college faculty and staff to participate in department, college and district committees and organizations.
- < Provide employee development activities for department faculty and staff.
- < Improve computer literacy of all department faculty and staff.

Administrative Support:

- < Update exercise equipment to state-of-the-art level.
- < Secure additional publicity for the department and its course offerings in order to increase enrollment and meet student needs.
- < Provide administrative support for instruction.
- < Develop a course schedule offering 244 sections.

Community Support and Outreach:

- < Provide opportunity for college and community organizations to use department facilities during non-class hours.
- < Provide opportunity for visiting public school students to participate in exercise sessions in conjunction with Student Development Office.
- < Dance club performs at various public events throughout the community.

Mathematics and Computer Science

Instruction: As a necessary part of fulfilling the Unit's mission the Department of Mathematics, Computer Science, and Developmental Mathematics:

- < Provides quality instruction for approximately sixty-five hundred students per year in mathematics and computer science courses which will enable a student to transfer to a senior college or university and meet the requirements for an associate degree;
- < Provides quality instruction for approximately nineteen thousand-five hundred students per year in developmental mathematics courses which will enable a student to meet the competencies of the Texas Academic Skills Program (TASP) as well as successfully prepare for college level mathematics courses and complete associate degree requirements;
- < Provides an alternate program to enable students who have finished the developmental sequence of courses but who have not passed the TASP exam to concentrate on studying for this exam;
- < Provides quality instruction via the internet for an increasingly comprehensive selection of mathematics, computer science, and developmental courses;
- < Provides quality instruction via its adjunct faculty for evening, weekend, and off-campus instruction;

- Provides support through release time for curriculum and course development-Current emphasis is on development of courses and other curriculum aids to be delivered via internet, computer science curriculum changes, teacher preparation programs, and the Chancellor's initiatives in studying developmental math course changes;

Student Services: As a necessary part of fulfilling the Unit's mission the Department of Mathematics, Computer Science, and Developmental Mathematics:

- Provides academic and placement advisement throughout the year to insure that students are aware of requirements, to insure that students are properly placed, and to insure that students are making progress toward a degree;
- Provides a Learning Resources Lab which includes video aids, computer aids, tutoring for most levels of mathematics courses, and a monitored testing service;
- Provides an Interactive Instructional Computer Classroom for instruction in computer science courses, particularly computer literacy courses;
- Provides an Open Computer Lab for use by mathematics and computer science students who need such facilities for completion of assignments as well as for independent study;
- Provides more than thirty thousand hours per year for student conferences;

Employee Development: As a necessary part of fulfilling the Unit's mission the Department of Mathematics, Computer Science, and Developmental Mathematics:

- Provides opportunities for faculty members to participate in professional organization meetings, workshops, and seminars both as participants and as contributors;
- Provides opportunities for selected faculty to take part in NISOD and other similar educational leadership training sources;
- Provides encouragement, through rank advancement, and other opportunities for faculty to update their professional skills and knowledge through research and study;
- Provides opportunities for faculty to take part in the governance of their institution through departmental, college, and district committees;

Administrative Support: As a necessary part of fulfilling the Unit's mission the Department of Mathematics, Computer Science, and Developmental Mathematics:

- Provides a single full-time Unit Manager Assistant for scheduling, record keeping, obtaining substitutes, and other unit management functions required to support for twenty-six thousand students per year, forty-five tenure track faculty, and approximately seventy adjunct faculty (one full time temporary clerk, one half-time temporary clerk, and one work study also support this effort);
- Provides a full-time Learning Resources Lab Manager and a Computer Lab Technician for supporting the unit's student service efforts and to help maintain the unit's portion of the local area network which consists of over one-hundred workstations within the unit (these individuals are further supported by a staff of temporary lab monitors, tutors, and interns);
- Provides, through release time, for the overall coordination of unit activities by a faculty chair who is aided by a faculty coordinator of adjunct faculty, a faculty coordinator of learning resources, and a faculty coordinator of internet/web activities;
- Provides a comprehensive system of faculty committees to give guidance, direction, and over-sight to the chair, coordinators, and full time staff concerning the unit programs.

Community Support: As a necessary part of fulfilling the Unit's mission the Department of Mathematics, Computer Science, and Developmental Mathematics:

- Provides encouragement to faculty members to serve on voluntary advisory boards and committees in matters of concern in mathematics and computer science education;
- Provides support for the Alliance for Minority Support Program, University of Texas at El Paso, by providing release time for this program's director as well as providing facilities for the program's efforts;

- < Provides support for the Alliance for Minority Support Program, Texas A&M University, by providing faculty mentors;
- < Provides encouragement to faculty members to serve as professional judges and consultants in local and statewide educational contests such as the Academic Decathlon and Science Fairs;
- < Provides encouragement to faculty members to serve on boards and as officers of organizations in the related professional community.

Music Fund

Administrative Support:

- < The departmental office will prepare payments requests in a timely manner for the payment of professional musicians who perform in the concert series.
- < The administrative staff will contact vendors regarding the repair of instruments on an as needed basis and assure that invoices are paid in a timely fashion.

Instruction:

- < The Music/Humanities Department will maintain instruments used by students and faculty at an appropriate standard of performance.
- < The Music/Humanities Department will continue to provide its students with opportunities to perform with professional musicians on instruments not readily available among the teaching faculty.

Community Outreach:

- < The Music/Humanities Department will provide opportunities for student ensembles to perform with professional musicians from the community.

Music/Humanities

Administrative Support:

- < The departmental secretary in consultation with the chair will support the annual series of recitals and concerts with timely press releases.
- < The administrative staff will evaluate faculty performance through the administration of Student Surveys as prescribed by College and District policy.
- < The department chair will assure that all faculty and staff are aware of departmental policies and procedures through the maintenance of a policy manual.

Instruction:

- < The Music/Humanities Department will provide quality instruction for the diverse student population which it serves.
- < The Music/Humanities Department will support its instructional program in music (theoretical and applied), the humanities, and interdisciplinary studies with administrative support.
- < The directors of student ensembles will continue to upgrade the instrumental and choral libraries with recent publications, replacing lost and damaged copies from current repertoire.
- < The music and humanities faculties will continue to promote global awareness through courses in ethnomusicology, Latin Jazz Ensemble, and music literature courses.
- < The Music and Humanities Department will maintain 22 acoustic pianos, a 55-rank pipe organ, numerous band instruments, 2 electronic piano labs (22 electronic pianos with MIDI capability), a tutorial Macintosh Computer Laboratory, three stereo systems, two television sets, and eight CD players in the listening laboratory.

- The department will assess staffing needs continuing to monitor the ratio of sections and contact hours taught by adjunct faculty in relation to those taught by tenured and tenure-track faculty.
- The music and humanities faculties will continue to develop an annual budget which will reflect the needs of the department to upgrade technology, develop multimedia capability, and meet the operational cost.
- The music faculty will continue preparing students for auditions at four-year universities.
- The department will maintain a continuous review of 2+2 agreements currently in effect and develop new agreements with other universities.
- The departmental Curriculum Review and Evaluation Committee will continue to monitor courses offered by the department assuring conformity with member institutions of the Texas Association of Music Schools.
- The Department will continue to maintain and upgrade its site on the Internet.

Student Services:

- The music faculty will continue to provide advisement for those students who declare music as a major.
- The Music/Humanities Department will maintain extracurricular activities, such as Music Club and Employee Choir, in support of the students, faculty, and staff of San Antonio College.
- The Music/Humanities Department in cooperation with the Office of Student Activities will continue to plan and present four concerts annually in the Fine Arts Series using musicians from the San Antonio region.

Employee Development:

- The faculty and staff of the Music/Humanities Department will continue to develop performance, advising, and teaching skills through planned faculty development.
- The Music and Humanities faculty will take courses as needed through the Instructional Technology Department for the purpose of Web Certification.

Community Outreach:

- The music students and faculty will enhance the visibility of San Antonio College and the Music Department by maintaining a vigorous performance schedule on campus and in the community.
- The music faculty will continue their active rolls in college and district functions as well as community service.

Music Scholarship

Administrative Support:

- The Departmental Secretary will prepare letters and contracts for students who are awarded scholarships.
- The secretary will maintain close communication with the department's liaison in the Student Financial Aid Department to be sure that all awards are administered in a timely manner.
- Ensemble directors will continue to audition prospective students and make recommendations to the scholarship committee and the chair regarding scholarship awards.

Instruction:

- The Music Department will, through the recruitment of the best students available, maintain a high level of performance among its numerous student ensembles.

Student Services:

- Provide financial assistance for music students based on need and the ability of each one to make qualitative contributions to the department.
- Schedule timely auditions for new students in conjunction with the advisement and registration process.

Community Outreach:

- Ensembles will continue to provide music as requested for nursing homes, public schools, shopping malls, civic organizations, etc.
- Each ensemble will continue to perform two concerts which are open to the public free of charge each semester.

Philosophy

Instruction:

- Provide instruction in philosophy courses for student population.
- Schedule and staff approximately 115 sections annually.

Student Support:

- Participate in FTIC student advising as requested.
- Provide special in-office tutoring for students in philosophy courses.

Administrative Support:

- Evaluate faculty performance in accordance with college and district policy.
- Administrate the department staff and budget efficiently.

Photography

Instruction:

- Initiated a program for students to participate in "shadowing" professional photographers in their studios
- Committee working on curriculum development
- Acquired a television set and computer hookup to allow students to analyze their color work in lab

Student Services:

- Maintain bulletin board for jobs, equipment sales and other information for students

Employee Development:

- Professor Fred Whitecotton attended a workshop at Sam Houston State University
- Started a "sharing" program among full-time faculty and adjunct on Fridays

Administrative Support:

- Visited high schools to talk about photography as a major in college; recruiting
- Set up a photography exhibit each semester in the display windows in Loftin Student Center
- Maintained a photo exhibit in the entrance to the journalism/photography area
- Established a cooperative arrangement with Canon USA to provide 20 automatic cameras for use in the Urban Journalism Workshop
- Began compilation of college catalogs for the photography program
- Maintain networking relationships with National Press Photographers Association, San Antonio Professional Photographers and other professional groups
- Began a multi-year plan to replace 10-15-year-old equipment with electronic imaging equipment currently in use in professional studios.
- Committee working on recruiting, retention and follow-up
- Provide lab and lab assistance five days a week from 8:30 a.m. to 10 p.m.

< Visited career and job fairs around the county

Community Support and Outreach:

< Photo lab was one of the destinations for student groups touring campus

< Played host to Texas Association of Photo Advisers meeting in San Antonio

Physics

Instruction:

< Provide the best available instruction in all Physics courses

< Provide Physics lab support and equipment maintenance

< Provide Computer lab facility and support for pc based physics tutorials and exercises

< Provide live physics tutoring when available

< Review of curricula, course content, and instructional methods

Student Services:

< Faculty advisement in academic major

< Faculty mentoring (for Texas AMP)

< Pre-Medical Advisory Committee

Employee Development:

< Distribute allocated funds for meaningful faculty development activities

< Monitor faculty participation in development activities

Administrative Support:

< Monitor course completion rates, productive grade rates, lab fees, and faculty ratios

< Unit plans, budgets, and class scheduling

< Texas Alliance for Minority Participation, Phase II

< National Hispanic Bilingual Engineering Program

Community Support and Outreach:

< Texas Math/Science Hotline

Psychology

Instruction:

< Provide instruction to majors and non-majors at locations both on-campus and off-campus.

< Evaluate and revise, as needed, curriculum and instruction within the department.

Student Support:

< Sponsor the Psychology Club for students interested in the field of psychology.

< Provide academic advising to students majoring in psychology.

Employee Development:

< Coordinate professional development activities for faculty and staff.

Administrative Support:

< Provide clerical support for the Mental Health Technology Program.

< Provide audiovisual support for the Mental Health Technology Program.

< Provide clerical support for classroom instruction for full-time and adjunct faculty.

< Provide faculty to serve on various departmental, college, and district committees.

< Maintain liaison with Psychology Departments at area colleges and universities.

Reading and Education

Instruction:

< Provide instruction for approximately 189 sections of reading and education classes.

< Continue evaluation of instructional software.

< Evaluate textbooks to determine compatibility with skills taught and expected student competencies.

< Encourage continued computer literacy.

< Continue evaluation of course curriculum.

< Evaluate effectiveness of Accuplacer as a placement tool.

< Refine and expand Department's program review process.

Student Services:

< Advise San Antonio College students on course selection.

< Write letters of recommendation for students' admission to 4-year colleges and universities, and special programs of study.

< Conduct seminars for Human Development courses.

< Advise students on TASP requirements.

< Advise educational majors.

Employee Development:

< Continue professional development.

< Sponsor seminars and workshops conducted by Reading experts.

< Establish library of professional journals and readings.

< Attend national, state, and local conferences.

Administrative Support:

< Provide administrative support for departmental activities.

< Monitor maintenance costs of lab equipment.

< Conduct peer evaluations for promotion, tenure, etc.

< Encourage participation in professional organizations.

< Provide administrative support for travel, curriculum development, and technical support.

Community Support and Outreach:

< Serve the college, district and community.

< Serve as liaisons with community agencies in sponsoring special events and programs, such as Academic Decathlon and Center for Health Policy Development.

Sociology

Instruction:

< Provide quality instruction for a diverse student population by offering courses in Anthropology, Social Work, Interdisciplinary Studies, and Sociology

< Provide quality instruction in courses for students in other programs at SAC i.e., Mortuary Science and Nursing Departments

< Offer special topics classes for unique needs

- Conduct and report on research topics such as family, poverty, crime, etc.
- Offer Introductory Sociology and Marriage and the Family as Internet Courses each semester
- Continue the development of additional Internet courses in Interdisciplinary Studies and Sociology
- Integrate technological innovations in our classroom instruction
- Commit to the successful completion of courses by our students
- Continue participation of 100% of the full-time faculty on department committees
- Foster global and cultural awareness within our discipline and across the curriculum
- Offer Dual Credit courses at area high schools
- Review and revise all department course syllabi each semester
- Conduct Study of The Virgin of Guadalupe and Impact on Mexican Women

Student Services:

- Provide personal and academic counseling for all departmental students
- Involve students in Service Learning through "Do It" program
- Receive approval for IIC Project Grant for Marriage and Family Service Learning Project
- Involve faculty and students in "Shadow a College Student Day"
- Use departmental form for exams submitted to the DSS Center
- Maintain a "student friendly" department
- Student Essay Contest for students
- Sponsor and support Social Workers 2000
- Distribute information packets to all majors
- Maintain department Web Site with syllabus for each course
- Design, update, and distribute departmental brochure
- Work closely with disABILITY Support Services to meet the special needs of students

Community Support and Outreach:

- Participate actively as Girl Scout Leader Volunteer with San Antonio Area Girl Scouts
- Volunteer for Blue Santa
- Volunteer as McGruff (SAPD Crime Fighting Mascot) and visit schools
- Teach Sunday School class at church
- Active in local Speech Club
- Lecture at Northside Independent School District
- Participate in Texas Swallow Tail Kite Watch
- Participate in Mitchell Lake Ecology Study

Employee Development:

- Certify faculty as Multimedia Cart Specialists
- Participate and represent SAC to the Faculty Development Program to Mexico D.F./Veracruz, Veracruz, Mexico
- Maintain memberships in San Antonio Sociological Association Member (SASA)
- Serve as President of San Antonio Sociological Association
- Maintain memberships in Texas Community College Teachers Association member (TCCTA)
- Participate in college-wide Internet Faculty Group and Telecourse Faculty Group
- Complete requirements for Internet Certification
- Encourage and support Employee Development Day through attendance and presentations
- Continue the development of skills through computer classes

- Conduct photo essay on "The Virgin of Guadalupe at Work and Play"
- Participate in National Science Foundation Chautaqua course on Migration and Birds of the Central Flyway

Administrative Support:

- Develop and maintain 2 + 2 agreements with area colleges to insure transferability of unit courses
- Offer classes at unique times for non-traditional students via Internet and Telecourse
- Provide diverse courses taught by a diverse faculty for diverse students
- Attend district workshops
- Serve as Women's History Week Speaker
- Serve on Program Review Committee
- Serve on Community Service 2000 Committee (SAC 75th Anniversary)
- Serve on ACCD Adjudicative Council
- Serve as Co-Chair of Women's History Committee
- Serve on Selection Committee for Mortuary Science Program
- Serve on Selection Committee for Medical & Dental Assisting Program
- Serve on Scholastic Withdrawal Committee
- Serve on Enforced Scholastic Withdrawal Committee (Member)
- Serve on Salary-Benefits Committee
- Complete 5-year Departmental Program Review
- Work with Distance Education to provide necessary publicity to increase enrollments and meet student needs in Telecourses, Internet, and Off-campus classes

Theatre and Communication

Instruction:

- Provide instruction for 130 sections of Speech.
- Provide instruction for 30 sections of Drama.
- Provide Student Advising for Speech and Drama Majors.

Student Services:

- Provide Speech Apprehension services to 1311 Fundamentals of Speech students.
- Provide a Video Practice Lab for Speech and Drama Students.
- Provide Speech and Drama Scholarships through the Ron Lucke Scholarship Fund.
- Provide Support to the San Antonio College Forensic Team.
- Sponsor and support Delta Psi Omega, Honorary Drama Fraternity, and Phi Rho Pi, Honorary Speech Fraternity.

Employee Development:

- Support Professional Development..

Administrative Support:

- Provide administrative, secretarial and clerical support for instructional and community service activities.
- Provide a safe and secure learning environment in classrooms, laboratories, and facilities.
- Monitor and support tenured and adjunct faculty to assure quality instruction.
- Oversee the Management of McAllister and McCreless Auditoriums to insure satisfied clients and a financially self-sufficient ACCD and community auditorium facilities.

< Participate on College, District and Community committees and boards.

Community Support and Outreach:

< Provide free theatrical productions to San Antonio College students, faculty and staff.

< Offer minimally priced theatrical productions to the San Antonio community.

< Provide opportunities for local elementary, jr. high and high school students to interact with San Antonio College speech and drama activities.

< Host intercollegiate and UIL speech and drama tournaments.

< Participate in civic activities as a San Antonio College representative.

Visual Arts

Instruction:

< Provide quality instruction for Fine Arts courses.

< Continue to foster global and cultural awareness within disciplines, across the curriculum and throughout the college from a visual arts perspective.

< Support quality instruction and safety in ceramic, art metals, sculpture, painting, and 3-D design courses by hiring two new staff personnel.

Employee Development:

< Continue professional development through research, technology skills workshops and conferences in addition to production, publication, or exhibition of creative work.

Administrative Support:

< Provide administrative support for VA&T department.

< Monitor and support adjunct faculty to assure quality student outcomes.

< Administer scholarships and grants; review student portfolios for job placement and transferability; survey students to determine academic/career interest.

< Continue to upgrade faculty and student access to computerized visual arts data and imagery in support of learning and work environment.

< Provide effective, safe and secure studio and lecture learning environments through full allocation of lab fee revenue.

< Manage the use and upkeep of the Visual Arts and Technology Center.

< Continue to support departmental operation and improvement through full faculty and staff participation in shared governance.

Community Support and Outreach:

< Present VATC art exhibitions and host the Fine Arts Lecture and Film Series.

< Develop recruitment tools utilizing information technologies such as multi-media presentations, video and Internet web pages to introduce the community to the visual arts programs.

< Promote a productive relationship with the community by participating in civic and professional activities and working with other institutions of higher learning.

Division of Continuing Education and Workforce Development

Continuing Education

Instruction:

- Maintain computers in Literacy Lab.
- Upgrade software for GED, ESL and College for Kids programs.
- Upgrade new Planetarium programs for on-going classes.
- Create and present Continuing Education classes on astronomy.

Administrative Support:

- Maintain computer equipment in Literacy Lab.
- Review software programs and print material for use in the Literacy Lab.
- Create program brochures to publicize literacy and enrichment programs.
- Repair and maintain Planetarium projectors and equipment.
- Set up appointments for programs for public and private schools, college classes and various groups.
- Create weekly newsletter, the WHAT'S UP, for visitors.
- Maintain Planetarium Web Page

Community Support and Outreach:

- Maintain quality level of literacy programs that serve over 2,700 students per year.
- Continue to provide a children's enrichment program serving over 500 per year.
- Review Adult Re-entry programs to maintain industry standards.
- Provide astronomical information and interviews to the news media.
- Present a variety of programs to approximately 25,000 school students, 2,000 college students, and 8,000 public attendees.
- Present observatory viewing to general public.

Scobee Planetarium

Instruction:

- Create new Planetarium programs for on-going classes.
- Create and present Continuing Education classes on astronomy.

Administrative Support:

- Repair and maintain Planetarium projectors and equipment.
- Set up appointments for programs for public and private schools, college classes and various groups.
- Create monthly newsletter, the SKYLINE, for visitors.
- Maintain Planetarium Web Page

Community Support and Outreach:

- Provide astronomical information and interviews to the news media.
- Present a variety of programs to approximately 25,000 school students, 2,000 college students, and 8,000 public attendees.
- Present observatory viewing to general public.

Division of Student Support Services

Admissions and Records

Student Services:

- Register students six times a year
- Assess residency on incoming student data forms approximately eight months out of the year
- Evaluate graduation applications
- Certify graduates for graduation
- Evaluate, military, foreign, and domestic transcripts for admissions and transfer equivalency
- Issue San Antonio College transcripts
- Provide degree plans to prospective graduates
- Process student enrollment verifications

- Scan transcripts and residency forms
- Disseminate information, route traffic via Admissions & Records Information Station
- Conduct TASP information sessions to SDEV classes
- Assist with Off-campus registration
- Assist with Dual Credit and Distance Learning

Employee Development:

- Train other departmental staff on SIS-Plus

Administrative Support:

- Create the class schedule
- Process class rolls and grade sheets
- Oversee Commencement Exercises
- Submit Academic and Continuing Education state reports
- Assist with Open Entry/Open Exit Classes
- Participate on various committees
- Monitor institutional TASP compliance

Assessment Center

Instruction:

- Provide seminars/lectures relating to Psychometric issues to departments upon request.
- Provide lectures to campus staff and instructors relating to Psychometric issues.

Student Services:

- Administer Placement Exam to students/general public to meet enrollment/registration guidelines on campus, such as the ACCUPLACER, ASSET, Nelson-Denny, Foreign Language, CELSA, and ACT.
- Administer the GED exam to students/general public to meet THECB guidelines
- Administer the TASP and Stanford Achievement Test exam to students/general public to meet THECB guidelines.
- Administer both alternative assessment and immediate TASP-on-demand testing to meet THECB guidelines for Fall, 1988.
- Administer the CLEP exam to students/general public to be awarded college credits.
- Administer the ACT Citizenship exam to students/general public to meet federal guidelines for citizenship.
- Administer Licensor/Certification exams to students/general public for accreditation status.
- Administer Correspondence exams to students/general public to meet academic criteria.
- Administer placement exams to students wishing to meet criteria for graduation status.
- Administer placement testing to off-campus locations for enrollment or recruitment purposes.
- Administer placement testing to other campus department for departmental reasons e.g. the GAP exam for the Nursing Department.
- Administer special Correspondence exams to college staff to meet academic criteria.
- Retrieve TASP scores from Austin for students/general public for enrollment/graduation purposes.
- Provide Social Security Numbers to students/general public for district specific purposes on mainframe.
- Provide placement testing schedule to students, general public, and campus staff upon request.
- Provide registration and information packets for diverse exams (TASP, ACT, ACT Citizenship, SAT, Stanford Achievement Test, TEOFL, and CLEP) to students/general public upon request.
- Provide testing scores for students/general public upon request.
- Verify GED or placement testing scores for college staff, federal, or state programs upon request.
- Generate GED transcripts to students/general public upon request.
- Retrieve GED test scores to students, college staff, or general public.
- Provide special accommodations to students/general public to comply with ADA requirements.
- Provide multiple testing materials for students/general public with special needs.
- Provide computerized versions of many placements exams.

Employee Development:

- Provide staff with opportunity to participate in campus sanctioned committees.
- Provide staff with opportunity to participate in employee development/ enrichment programs or

seminars.

- < Provide staff with opportunity to enroll in campus courses for professional development.
- < Provide staff with opportunity to improve computer skills through seminars or training programs.

Administrative Support:

- < Retrieve, verify, and create a student information database for individuals requiring testing which involves any or all of the following duties: reviewing screen #221 for student assessment score information; reviewing #136 for student courses load and hours completed; reviewing # 148 for any holds or comments on students record; reviewing # 730 for placement and student TASP information.
- < Provide general or specific information relating to Assessment Center policies to students, general public, and campus staff.
- < Provide ACCUPLACER, ASSET, Nelson-Denny, TASP, Foreign Language, CELSA, CLEP, Correspondence and ACT information to students, general public, and campus staff as requested.
- < Schedule individual appointments for anyone requiring to take the GED, ACCUPLACER, ASSET, Nelson-Denny, Foreign Language, CELSA, Correspondence, ACT Citizenship and CLEP exams.
- < Verify the identity of every individual requiring testing, transcripts, or scores from the Assessment Center.
- < Verify the Social Security Number of every student requiring placement testing.
- < Verify background information of every individual to properly screen for testing.
- < Create a mainframe based Social Security Number for foreign students.
- < Create a mainframe file for students in order to in put the following exam scores: ACCUPLACER, GED, CELSA, ASSET, Nelson-Denny, Pre-TASP, ACT, SAT, and TASP scores if the student's identity or information does not exist in the mainframe system.
- < File all official TASP score reports received from Austin.
- < File all official ACT and SAT scores for incoming students.
- < File all official TAAS, ACT and SAT score reports for students requesting a TASP exemption status.
- < File all GED transcript requests once they have been processed.
- < Create GED transcripts for individuals as requested.
- < Create a GED database of transcripts generated and mailed to individuals, or public or private agencies.
- < File all TASP retrieval affidavit forms for students requiring score retrievals from Austin.
- < Process GED and CLEP applications for students requesting to take the GED and CLEP exam
- < Create letters of rejection for students who have not tested at SAC.
- < Maintain a database of GED and CLEP scores for individuals testing at this testing center.
- < Process all GED inquiries relating to whether individuals tested at this testing center.
- < Verify eligibility of 6 college credit hours and TASP verification to award CLEP credit to individuals.
- < Create letters of rejection for students who do not meet CLEP prerequisites.
- < Process CLEP award documentation for individuals granted college credit based on CLEP performance.
- < Create and monitor any "waiting lists" that may be generated for students.
- < Resolve issues of conflicting or misunderstood information that students may receive from other entities.
- < Provide general information relating to registration/enrollment regarding other campus units such as: Admissions, TASP, Veterans Affairs, Extended Services, Nursing, Child Development, Project SPURSSS, Continuing Education, Counseling, and Financial Aid.
- < Provide standardized instructions for all students requiring testing.
- < Secure all testing materials that are received by office.
- < Maintain computerized database for all individuals requiring Foreign Language and CELSA testing.
- < Maintain a daily printout individual score reports of all ACCUPLACER computerized exams administered.
- < Maintain a database of all ACCUPLACER computerized exams administered.
- < Maintain a database of all ASSET and Nelson-Denny exams that are scored manually.
- < Screen all potential examinees to ensure compliance with established retest policy.
- < File all CELSA, Denny, ASSET, Correspondence, and CLEP scores in respective database.
- < Provide testing materials to students during testing sessions.

< Ensure all testing sessions are in compliance with standardized testing guidelines.

Community Support and Outreach:

< Provide state and federal agencies with opportunity to use facilities for special testing at no charge.
< Provide off-campus testing services to the general public and community at no charge.
< Provide testing services to the public and general community upon request.

Basic Skills Enrichment Program

Instruction:

< Conduct computer based alternative remediation in math and English for TASP law compliance.
< Conduct non-course based semester-long TASP preparation classed in math, and English for SAC students and the community.
< Conduct three-hour-long TASP review sessions before each test date in math, English, and reading.

Student Services:

< Provide remediation at off-site academic instructional sites for the convenience of students who are TASP liable.

College Health Center

Student Services:

< Medical Care - provide illness assessment and over-the-counter medications.
< Emergency Care - provide on-site treatment for all emergencies.
< Attendant Care - provide eating and bathroom assistance for the disabled.
< Crisis Counseling - assisting those in emotional crisis.
< Health Counseling - provide health education.

Administrative Support:

< Daily operation/running of the Health Center

Counseling Center

Instruction:

< Full-time and part-time counseling faculty are teaching SDEV 0370 and SDEV 0170 classes
< Presenting Seminars and Workshops to students.

Student Services:

< Counseling and Guidance; Academic Advising; course-placement advisement; Transfer advising and information; Career Planning and Career decision making; manual over-rides of the computer system to ensure the proper leveling in Math, English, and Reading for students using the Accuplacer and students transferring from other colleges and universities.
< Counselor support for Distance Education, Week-End College and the Evening students.
< Counseling and advising for FTIC and ESW students.

Employee Development:

< Participation in Employee Development Day activities; Professional Growth and Developmental activities for faculty and staff (approved courses, training, conferences and other).

Administrative Support:

< Counselor/Coordinator also serves as Cost Center Manager For Unit and Budget Manager for the Perkins (Career Guidance for OET students) project.
< Counseling faculty members serve as Program Coordinator of the Transfer, Career Planning and Marketing Outreach, Recruitment Program components.

Community Support and Outreach:

- Marketing, Outreach and Recruitment: High Schools, Military Bases and Business Firms at Career Days, College Nights and Special events.
- Provide counselor support to the San Antonio Educational Partnership; Center for Health Policy Development and others.

DisABILITY Support Services

Instruction:

- Continuation of specially designed SDEV 0370 classes for students with specific disabilities (Deaf, Learning Disabled and Attention Deficit Disorder) for academic and personal support, increased retention and development of academic/social skills. Provide on site instruction for individual needs related to DSS computer limited technical support available for course work, tutorial programs, access to World Wide Web, as well as Windows 97.
- Research, develop, draft, edit and print a text for SDEV sections designated for disABILITY Support Services participants.

Student Services:

- **Counseling:** Address special needs of students with disabilities by providing quality personal and career counseling.
- **Advisement:** Provide extensive academic advisement to students who rely on specific schedules & logistical concerns in order to maintain success. Financial aid advisement and degree planning mapped out for students whose disabilities may pose road blocks because of hospitalization, reoccurring conditions and life threatening episodes.
- **Crisis intervention:** combined efforts of Women's Center, College Health Center, Student Assistant Program and DSS to provide intervention for students in crisis.
- **Referrals:** provide appropriate information to access campus support services such as Veterans Affairs, Women's Center, Students Support Services Project & Job Placement, College Health Center and Student Assistance Program. Maintain Network of community supports services for Rehabilitation, housing, legal issues, medical and mental health services.
- **P.E.O.P.LE. Club:** student activity whose purpose is to educate, entertain (socially) and enhance the needs of disabled individuals while bringing an awareness to the issues relevant to this population.
- **Transition Programs:** work with all colleges to enhance transition of disabled students into the 4 yr. College arena. Work with all Bexar county school districts to enhance transition of disabled high school students into the college arena.
- **Assistance:** in accordance with the Americans with Disabilities Act of 1990 and Section 504 of the Rehabilitation Act of 1973, DSS addresses the issues of access and provides a growing number of accommodations that enable those with disabilities to enjoy the same success as those without disabilities, including but not limited to on site registration, on site processing of admissions and residency, mobility assistance, interpreter services, note-taking, tutoring, classroom/lab assistance, classroom furniture, enlarged print, test assistance (extended time, on site testing, readers, writers, and enlarged print), enlarged print for text books and hand outs, recording services for blind and learning disabled, special equipment (tape recorders, amigos, luggage carts), emergency evacuation, financial aid assistance, and on site college placement assessment.
- **Employee Development:** encourage professional development through participation in employee development, course and, seminars, workshops, staff meetings and professional literature.

Administrative Support:

- Employ long range assessment of current and potential student needs for support services.
- Secure the on site technical personnel necessary to provide continuous and regular maintenance of equipment (computers, printers)

- < Identify course curriculum and program requirement specific to students accessing DSS computer lab. Promote linkage of departmental computer programs (curriculum and lab assignments) where assistive technology of support is required.
- < Conduct collection of computer generated list serve sites for up to date changes in assistive technology and equipment.
- < Evaluate over all effectiveness of DSS facilities, staff and services.
- < Recruit, select, train, manage student personnel integral in provision of services to students and clerical support for the Unit.
- < Participate in various college level and distinct-wide committees.
- < In conjunction with College Objective 6.0.1, dSS Faculty/Counselors will assist in preparation and participation of workshops/seminars related to ADA compliance.
- < As required by the Office of Civil Rights, Department of Education, and in compliance with the ADA, this Unit will research and develop a Policy and Procedure manual for the disABILITY Support Services program.

Community Support and Outreach:

- < Function as a liaison between the college and a variety of agencies (Texas Rehabilitation Commission, Texas Commission for the Blind, Texas Commission for the Deaf and Hard of Hearing, Warm Springs Rehab Hospital) as well as all Bexar County school districts, Mental Health/Medical Professionals.
- < P.E.O.P.L.E. club sponsored food drives to families in need during Thanksgiving and Christmas.

International Students Office

Student Services:

- < To assist prospective students from other countries who are not permanent residents in the U.S.A. with the entire process of application, admission, and enrollment at SAC. This includes completion of the College Health Center requirements and documenting their residency code.
- < To serve as liaison with the INS to issue Form I-20, to endorse Form I-20 as required by INS rules, and help students in need of reinstatement, or INS authorization for off-campus employment.
- < To assist Units/Departments serving International Students: Admissions & Records-Registration; College Health Center-Immunizations; Financial Aid-Scholarships and Grant Programs; Office of Continuing Education and Community Outreach-International Exchange Programs.
- < Promote and coordinate activities that meet educational and cultural needs of groups on campus and in the community; and encourage student participation in educational and cross-culture exchange.
- < Promptly update handouts with current information about INS regulations for "F-1" students.
- < Issue letters of enrollment, and good standing with the INS.

Job Placement Program

Student Services:

- < San Antonio College Job Placement Program seeks to maximize job acquisition prospects for students through employment search assistance, resume development, on/off campus interviews, business communications (cover letter/follow up letter) assistance, interviews, skill development and interview simulation via Job Interview Simulation Laboratory (JISL).
- < Part-time and full-time job development.
- < Cooperative education opportunities development, internship development, career track opportunity development.
- < Job Postings and opportunity information dissemination.
- < San Antonio College Job Placement Program strives to serve as a bridge from the employment sector to the community college (and vice versa), assuring that a qualified workforce is provided opportunities

to obtain gainful employment in the community through enhanced employer and student contact.

- Instructional support to the Human Development Department in the form of career planning, job search enhancement and job market information. Instructional support via Career Day/Job Fair activities.
- Transfer assistance via referral to personnel and contacts at career planning and placement offices at regional colleges.
- Labor resource development in acquiring donated volunteer work hours via volunteer workers from Texas Department of Human Services/Bexar County Juvenile Probation Department and San Antonio Positive Solutions.

Student Activities

Student Services:

- Student Center Programing: Films, Music, Displays, Speakers.
- Student Clubs/Organizations: Advising and Assisting.
- Student Information: Campus Events, Bus Cards.
- Counseling: Counsel students and refer to appropriate campus departments.
- All Campus Events: Plan, develop and implement all campus events.
- Student Center Support: Interface with departments utilizing SAC.
- Leadership Development: Provide appropriate activities to develop student skills.

Student Activities: Intramurals

Student Services:

- Intramurals: Develop, implement 15 intramural activities, including budgeting for events, hiring and training of referees, publicity for events
- Game Room: Supervise game room operation
- Club Sports: Develop and supervise 5 club sports operation including the hiring of coaches for teams, team scheduling, activity budgets, team travel.
- Development of Recreation sports council to advise and make recommendation according to evaluations of programs.

Student Activities: Student Government

Administrative Support:

- Provide advisor for development of Student Government.
- Provide budget for Student Government Activities.
- Provide support for College for Pennies Scholarship Run.

Student Development

Instruction:

- Provide classroom instruction for over five thousand new and transferring students pertaining to orientation matters. Purpose is retention and student support.
- Provide classroom instruction for over eighteen hundred students who are considered academic alert students - that is they have placed into remediation in Reading, English and Math. Purpose is retention and

student support.

- Seminar Series: provide college, career and life enhancement series. Purpose: allow students to select several areas that they would like to investigate as a part of their orientation. Purpose: to involve the SAC community and the San Antonio Community in a project supporting retention of first time in college students.
- Tailored Instruction: Provide classroom instruction for special populations including: single mothers, ESOL, Attention Deficit, Learning Disabled, Honors, and at risk students. Purpose: be able to address specific issues for special populations in an orientation setting.

Employee Development:

- In-Service Training for Technology

Administrative Support:

- Instructor support: provide both SDEV0370 and SDEV0170 instructors with workshops, written materials, current research and classroom tips. Purpose: to enhance their classroom effectiveness.
- Text editing: Edit/update the "Student Development Study Guide" used in both SDEV0370 and SDEV0170 classes. Purpose: to use a text that is tailored to the San Antonio College student.
- Registration: provide Admissions & Records with personnel to assist with the registration process for those students enrolling in Student Development. Purpose: to expedite the enrollment process for FTIC's.

Student Learning Assistance Center

Instruction:

- Conduct tours for faculty wanting their students to know what the SLAC has to offer.
- Provide specific software demonstrations to specific departments in order for students to perform specific homework assignments.
- Provide PC facilities and assistance for students performing PC tasks for classroom related projects.
- Provide tutoring facilities and staff for students needing assistance.
- Provide assistance in operating the Foreign Language Lab located in the SLAC.
- Provide assistance for SAC employees or students when they need typewriters for filling out reports or forms.
- Provide free handouts on studying, writing papers, etc.
- Provide assistance for Spanish Telecourse students for their review and tests.
- Provide assistance for playback of video tapes in Accounting, Mathematics, and Spanish.
- Assess current & potential user needs for the SLAC
- Provide training for part-time staff in tutoring skills and PC skills to serve the student population.
- Provide PC facilities for students to have access to e-mail
- Provide classroom facilities for Basic Skills Enrichment Program.

Administrative Support:

- Provide facilities for Services to Special Student Populations program for their tutoring program.
- Provide facilities and assistance for the Copy Center to house a key-operated copier and paper storage.
- Provide PC facilities for Testing and Assessment to perform PC testing for incoming Freshmen.
- Participate in various college level and district-wide committees.

Tutoring

Student Services:

- < Provide tutoring to Remedial students in Math and English.
- < Provide tutoring in various academic areas to students on demand and by appointment.
- < Provide instruction to tutors on how pc programs work in the SLAC
- < Continue to test tutors on their knowledge of current pc programs in the SLAC.

Veteran's Affairs

Student Services:

- < Provide support during in-take for all new and returning DVA students.
- < Set-up degree plans for each student and provide copy to students.
- < Counsel all students (new, returning and transfer) using DVA benefits.
- < Counsel/course placement for each enrollment.
- < Increase electronic certification whenever possible.
- < Provide timely certification for each enrollment.

Administrative Support:

- < Secure the personnel needed to recruit veterans and dependents.
- < Provide Office of Veterans' Affairs support to contact bases and reserve units.
- < Survey files for errors to comply with department of veterans affairs regulations.
- < Survey students to evaluate services to students.

Women's Center

Instruction:

- < Classes: Provide instruction for on-going SDEV 0370 and 0170 classes for academic support, skill development and increased retention.

Student Services:

- < Counseling: address special needs of female students by providing quality personal and career counseling.
- < Advisement: provide extended academic & financial aid advisement, and degree plan development to returning women students and single parents.
- < Referrals: provide appropriate referrals to other college units such as DSS and Special Services, and to community support services for housing, child care and extended mental health services.
- < Outreach: function as a liaison between San Antonio College departments and a variety of community social service agencies, schools & universities, and businesses.
- < School-to-Work Activities: assist students with job referrals, resume writing and life planning.
- < Women's Student Organization: assist in the formation of a newly developed Women's Student Organization as yet un-named.
- < Assistance: provide transportation and textbook assistance to qualified students.
- < Retention: provide personal counseling/crisis counseling to improve retention of target populations.
- < Retention: identify the special financial needs of women and provide financial aid advisement/resources to meet these needs.

Administrative Support:

- < Activities: Special Projects: on an annual basis, develop, plan and coordinate the Young Women' s Conference.
- < Co-operate in the planning of Women in History Month.

- Workshops and Seminars: provide on-demand and scheduled workshops , seminars and support groups for students, faculty development and community agencies.

Employee Development:

- Provide opportunities for faculty and staff to participate in department, college, and district committees and organizations.
- Provide on-going opportunities for faculty and staff to participate in wellness and professional development/training activities.

Community Support:

- Continue to serve as a resource to the San Antonio/Bexar County Community through sponsorships and collaborative activities.

Division of Evening, Weekend and Distance Education

Distance Education

Instruction:

- Delivery of Developmental Education & College Credit Courses Off-Campus; Delivery of Internet, Telecourses & Interactive Video conferencing Instruction to provide the community reasonable access to instructional applications
- Contract Instruction With Business, Industry & Government Employers
- Delivery of Dual Credit Instruction at several identified High Schools

Student Services:

- On-site registration in New Braunfels, Seguin, USAA, Fort Sam Houston and other sites
- On-site course advising, & testing at off-campus sites
- Collaboration with other college offices to provide on-line library services, on-line counseling, on-line tutoring, on-line registration and other college support services to distant learners

Administrative Support:

- Marketing & Promotion of Distance Education Courses
- Off-Campus Registration in Seguin and New Braunfels
- Special Projects
- Develop Faculty Development Programs for Distance Education Faculty
- Maintain current level of administrative operations and services at off-campus sites

Community Outreach:

- Establish partnerships with School Districts, other Community Colleges & Business, Industry & Government

Division of Occupational/Technical Education

Administrative Computer Technology

Student Services:

- Provide resources to support recruitment of new students, to strengthen retention of currently enrolled students, and to expand and enhance Tech-Prep and dual credit initiatives.

- Strengthen the career advisement process through open monthly seminars and provision of program area related literature for mailings and presentation purposes.
- Recruit and hire tutors and dictators to assist students in CIST Department classes and laboratories.
- Provide essential career planning and student advisement to assure progress toward goals.
- Provide departmental/campus organizations and affiliations with local professional organizations to aid students in personal/professional growth and to provide networking opportunities.
- Serve as a referral to jobs in the business community to assist currently enrolled and graduating students.
- Provide access to laboratories for use in completing instructional activities and preparing for competitions.
- Create brochures and marketing literature to recruit students and to inform the community of educational opportunities in technical occupations.
- Prepare announcements of scholarships and student services/opportunities to promote awareness of the college and department.

Employee Development:

- Provide essential resources to support training, college service, and professional development activities for faculty, staff, and laboratory technicians to assure competency and relevancy.
- Perform periodic evaluations of staff and faculty to improve performance and strengthen the instructional program.
- Provide faculty workstations in offices to allow curriculum and instructional materials development.
- Offer training opportunities to assure faculty/staff competence with new operating systems, hardware, and software acquisitions.
- Promote participation in professional organizations to further current knowledge and to assure professional growth.

Administrative Support:

- Serve students through improved assessment of outcomes and increased offerings of traditional and non-traditionally scheduled classes on campus and in the community through collaboration with the local workforce.
- Create and maintain a database to permit class scheduling, lab availability chart creation, and teacher schedules.
- Assess equipment/systems needs and acquire budget to provide crucial equipment, systems, and software for instructional programs.
- Generate statistics and reports crucial to the evaluation processes involved in college program review, Southern Association accreditation, and monitoring visits of the Coordinating Board.
- Arrange a minimum of two advisory committee meetings/activities each year to assure relevancy of curriculum in terms of business/community needs.
- Facilitate faculty-student interaction through listings of office hours and student homework distribution through faculty mailboxes.
- Provide essential resources to support state-of-the-art technology to further curriculum development, to foster instructional design, and to support efforts to strengthen faculty competence.
- Assess effectiveness of programs and services through the college program review process and through continued implementation of actions to comply with Southern Association recommendations and advisory committee recommendations
- Recruit and hire faculty and staff to serve increased enrollments in all programs and add administrative support personnel to handle purchasing and budgeting

Community Relations:

- Contribute to the professions in the CIST Department through active participation in professional organizations in office systems, court reporting, and computer information systems.
- Participate in community activities/events to promote awareness of college goals and departmental

offerings.

- < Create brochures and informational literature to communicate curriculum and services to the community.
- < Attend career nights and make presentations in area secondary schools to bolster enrollments and keep the community informed of offerings/services.
- < Greet visitors and facilitate location of campus events in the Nail Technical Center.
- < Assist students with the registration process in the Nail Technical Center.
- < Refer telephone callers and visitors to the campus to appropriate service areas on campus.
- < Offer monthly seminars to inform potential students and the community of computer-related career fields and department programs.

Banking

Instruction:

- < Enhance the learning experiences in Banking through continual evaluation of innovative instructional technology.
- < Monitor banking course offerings and course content to ensure that class materials are relevant to the needs of those we serve.
- < Conduct and assess student evaluation to determine effectiveness of instruction.

Student Services:

- < Improve accuracy in advisement; all potential program majors will receive degree plans no later than the permanent recording date.
- < Recognize the Management Department's Outstanding student by participating in the Wall Street Journal Student Achievement Award.

Employee Development:

- < Encourage professional and personal development of all faculty and staff members.
- < Review resources for enhancement of supplemental materials.

Administrative Support:

- < Evaluate adjunct faculty through student surveys.
- < Respond to recommendations of the program Review assessment to ensure program improvements.
- < Accomplish all administrative duties in a timely and proper manner through the coordinated efforts of the Department Chairperson, Program Coordinator, Faculty and staff.
- < Improve program recruitment;, sources of students will be identified and contacted.
- < Improve retention; faculty will disseminate to all banking classes the department class offerings for the following semester. This will be accomplished prior to the registration periods.
- < Improve collaboration; communication will be made with the banking community and the Banking Program's Advisory Committee to develop student enrollment.
- < Encourage continuous representation on college and district committees.

Child Development

Instruction:

- < Provide competency-based instruction to students in lecture and laboratory classes.
- < Provide quality supervision by faculty of students at off-campus field experience sites and in the on-campus lab classrooms.
- < Provide continuous improvement of current curricula and develop new programs as directed by industry representatives on departmental advisory committee.

- Identify and submit for purchase the technology, furniture and audiovisual materials needed for support of instructional programs.
- Identify and submit for purchase the technology, furniture and audiovisual materials needed for support of the administrative functions of the department.
- Implement learning outcomes in accordance with SACS and THECB requirements.
- Collaborate with business, secondary schools and 4 year universities to develop and refine Tech Prep articulation agreements.
- Contract for non-credit training with employers and agencies.
- Continue departmental representation on college and ACCD level committees.
- Continue participation of 100% of the full-time faculty on departmental committees.

Student Service:

- Provide academic career counseling the Child Development majors.
- Recognize outstanding lab students with the Norma L. Ziegler Award.

Employee Development:

- Facilitate professional development for faculty and staff to improve teaching effectiveness and departmental efficiency.
- Mentor adjunct Child Development faculty.

Administrative Support:

- Publicize the Child Development certificate and degree programs with brochures; presentations at local conferences, career days, and high school classes, etc.
- Plan class schedules to meet student and industry needs for each semester and summer session.

Community Support and Outreach:

- Provide training, on a volunteer basis, to local business, agencies, and organization.
- Respond to community inquires related to Child Development.

Computer Aided Drafting and Design Technology

Instruction:

- Prepare for and deliver appropriate instruction to students in Computer Aided Drafting and Design classes.
- Update courses and develop new courses as needed to keep this program up to date.
- Maintain all course syllabi.
- Maintain laboratory facilities and equipment, parts, supplies and software used in laboratories.
- Procure, install, and repair, if necessary, all laboratory equipment, parts, and supplies.

Student Services:

- Contact and visit high schools to identify and explain the program to teachers and students.
- Develop, where appropriate, articulation agreements with area high schools.
- Provide advising for all new and continuing Computer Aided Drafting and Design students.
- Provide a contact point for companies seeking CAD technicians and designers and for students seeking these jobs.

Employee Development:

- Upgrade design skills as software is modified
- Upgrade faculty teaching skills
- Upgrade staff skills, as needed for each position

Administrative Support:

- < Provide planning and support for Drafting and Design program and Engineering Technologies Department.
- < Maintain all needed department records.
- < Participate in unit, department, division, college, and district committee activities.
- < Maintain contacts with the design community through an advisory committee

Community Service and Outreach:

- < Provide contract instruction as needed by industry and community organizations.
- < Supply community and industry support by providing design advice as needed.

Computer Information Systems

Student Services:

- < Provide resources to support recruitment of new students, to strengthen retention of currently enrolled students, and to expand and enhance Tech-Prep and dual credit initiatives.
- < Strengthen the career advisement process through open monthly seminars and provision of program area related literature for mailings and presentation purposes.
- < Recruit and hire tutors and dictators to assist students in CIST Department classes and laboratories.
- < Provide essential career planning and student advisement to assure progress toward goals.
- < Provide departmental/campus organizations and affiliations with local professional organizations to aid students in personal/professional growth and to provide networking opportunities.
- < Serve as a referral to jobs in the business community to assist currently enrolled and graduating students.
- < Provide access to laboratories for use in completing instructional activities and preparing for competitions.
- < Create brochures and marketing literature to recruit students and to inform the community of educational opportunities in technical occupations.
- < Prepare announcements of scholarships and student services/opportunities to promote awareness of the college and department.

Employee Development:

- < Provide essential resources to support training, college service, and professional development activities for faculty, staff, and laboratory technicians to assure competency and relevancy.
- < Perform periodic evaluations of staff and faculty to improve performance and strengthen the instructional program.
- < Provide faculty workstations in offices to allow curriculum and instructional materials development.
- < Offer training opportunities to assure faculty/staff competence with new operating systems, hardware, and software acquisitions.
- < Promote participation in professional organizations to further current knowledge and to assure professional growth.

Administrative Support:

- < Serve students through improved assessment of outcomes and increased offerings of traditional and non-traditionally scheduled classes on campus and in the community through collaboration with the local workforce.
- < Create and maintain a database to permit class scheduling, lab availability chart creation, and teacher schedules.
- < Assess equipment/systems needs and acquire budget to provide crucial equipment, systems, and software for instructional programs.
- < Generate statistics and reports crucial to the evaluation processes involved in college program review, Southern Association accreditation, and monitoring visits of the Coordinating Board.

- Arrange a minimum of two advisory committee meetings/activities each year to assure relevancy of curriculum in terms of business/community needs.
- Facilitate faculty-student interaction through listings of office hours and student homework distribution through faculty mailboxes.

Administrative Support:

- Provide essential resources to support state-of-the-art technology to further curriculum development, to foster instructional design, and to support efforts to strengthen faculty competence.
- Assess effectiveness of programs and services through the college program review process and through continued implementation of actions to comply with Southern Association recommendations and advisory committee recommendations
- Recruit and hire faculty and staff to serve increased enrollments in all programs and add administrative support personnel to handle purchasing and budgeting.

Community Relations:

- Contribute to the professions in the CIST Department through active participation in professional organizations in office systems, court reporting, and computer information systems.
- Participate in community activities/events to promote awareness of college goals and departmental offerings.
- Create brochures and informational literature to communicate curriculum and services to the community.
- Attend career nights and make presentations in area secondary schools to bolster enrollments and keep the community informed of offerings/services.
- Greet visitors and facilitate location of campus events in the Nail Technical Center.
- Assist students with the registration process in the Nail Technical Center.
- Refer telephone callers and visitors to the campus to appropriate service areas on campus.
- Offer monthly seminars to inform potential students and the community of computer-related career fields and department programs.

Computer Training for the Disabled

Instruction:

- Provide instruction to 30 plus disabled students who have been referred to this program by one of the Vocational Rehabilitation agencies.
- Director makes presentation to state and private agencies to recruit students into the program.
- We provide students with current up-to-date technology in a state-of-the-art classroom in order for them to transition into the current job market.
- Because of the rigorous training schedule and the job training setting, each disabled student is counseled and interviewed by the Director/Chair and members of the Business Advisory Council before being accepted into the training program.
- The program operates Monday through Friday from 8:00 a.m. to 5:00 p.m.
- The curriculum is reviewed annually by the Business Advisory Council Curriculum Committee to see if it meets present industry needs.
- In order to be continually responsive to the needs of the business community, we will continue to provide continuous improvement of current curricula and develop new programs as directed by the business industry and our Business Advisory Committee.
- Identify and purchase the latest technology that the industry is using.
- Identify and purchase furniture, hardware, software, and audiovisual materials needed to support the administrative functions of the department.
- We provide basic professional education seminars designed to prepare trainees for responsible

corporate citizenship, for wholesome and creative participation in life activities, and for intelligent decision-making within a business environment.

- We provide access to the INTERNET services to assist trainees in assessing and achieving their goals through networking with other professionals on line.
- We provide internship/ job placement in the San Antonio and surrounding areas.
- The Business Advisory Council helps to identify those employers willing to accept near-graduates of the training program as interns for a period of twelve weeks for the Network Operator and eight weeks for the Office Computer System training.
- We provide mentors from the business community for each disabled student in the program.
- Each trainee is matched with a business professional who is willing to devote time regularly to help guide the trainee through the sometimes difficult phases of training, internship, and job search.
- Over the course of the relationship, the mentor and trainee work together to identify and solve problems, develop a career plan, and decide on the necessary steps to achieve stated goals.
- The mentor may, in some cases, help the trainee develop these goals; in other cases, the trainee may have a career goal in mind, but may need answers to specific questions or problems.
- Because of the unique position of the mentor/trainee, often a trainee will use the mentor as a sounding board for his/her questions, concerns and desires for future employment.
- Developed and maintained website for the program.
- The program is a member of the Association of Rehabilitation Programs in Computer Technology and received an award from IBM as being an outstanding program for training people with disabilities.
- The program also received national recognition from the American Association of Community Colleges. The Business Advisory Council meets monthly to oversee the smooth operation and interact with the students in the program.

Community Support and Outreach:

- The Program Director continues to develop a working relationship with many business professional by visiting their companies and introducing the program graduates.
- The Business Advisory Council founded and started a foundation to help disabled students.
- The Foundation is named after the Chair of the program--Mary W. Whitehead Foundation, Inc.
- Many businesses in the San Antonio area have contributed to this foundation to help the disabled population in San Antonio. The Business Advisory Council Chair and the Program Chair appeared on national television--Channel 29-- to promote the hiring of the disabled graduates from this program.
- The Director and several former graduates were guests on KLRN radio station.
- The Director was guest speaker at the San Antonio Founders Lion Club.
- Provided computer classroom for demonstration to district employees and faculty of the Comweb interactive video system.
- The director was featured on the cover of the San Antonio Informer magazine.
- The Computer Technology for the disabled was one of the programs visited by students from the Austin Doctoral Program.
- Paragon Cable has done a promotional video for the program to be aired on television.
- The Mary W. Whitehead Foundation, Inc. sponsored a breakfast at the Airport Hilton Hotel and invited over 100 professional business people to share the program's training curriculum.

Administrative Support:

- Chairperson talks weekly with the chair of the Business Advisory Council to focus on strengths and to discuss solutions to any area of weakness in the program.
- Chairperson meet regularly with mentors of the students in the program to check on mentoring process.
- Chairperson and staff publish a resume booklet for each class with pictures and resumes of the students graduating from the program.
- Chairman meets with faculty and staff to discuss students success and how we can be more successful

in the program.

- Chairperson also meet and interact with students on a daily basis to see how well they are doing in the program.
- Chairperson meets and interact on a regular basis with the Vocational Rehabilitation Counselors who have referred their client to the program.
- Accomplish all administrative duties in a timely and proper manner through the coordinated efforts of the Department Chairperson, Faculty and Staff.
- Expand program to include students who are on Pell Grants and from other agencies.
- Continue to encourage faculty to serve on college and district committees.

Student Services:

- The Department Chairperson provides individual counseling and advisement to each student before they are accepted into the program.
- The Business Advisory Council selection committee will interview all candidates as to the nature of the their disability and to see if that individual can maintain an eight hour a day classroom tolerance.
- The Department Chairperson and Faculty arrange trip to major businesses for the students in the program.
- Provide students with an opportunity to intern with a major business computer professional for one week in December.
- Developed student handbook for the program.
- Provide students opportunity to visit and lunch with their mentors.
- Provide students with an opportunity to network with other professional as well as their mentors through E-mail.

Court Reporting

Student Services:

- Provide resources to support recruitment of new students, to strengthen retention of currently enrolled students, and to expand and enhance Tech-Prep and dual credit initiatives.
- Strengthen the career advisement process through open monthly seminars and provision of program area related literature for mailings and presentation purposes.
- Recruit and hire tutors and dictators to assist students in CIST Department classes and laboratories.
- Provide essential career planning and student advisement to assure progress toward goals
- Provide departmental/campus organizations and affiliations with local professional organizations to aid students in personal/professional growth and to provide networking opportunities.
- Serve as a referral to jobs in the business community to assist currently enrolled and graduating students.
- Provide access to laboratories for use in completing instructional activities and preparing for competitions.
- Create brochures and marketing literature to recruit students and to inform the community of educational opportunities in technical occupations.
- Prepare announcements of scholarships and student services/opportunities to promote awareness of the college and department.

Employee Development:

- Provide essential resources to support training, college service, and professional development activities for faculty, staff, and laboratory technicians to assure competency and relevancy.
- Perform periodic evaluations of staff and faculty to improve performance and strengthen the instructional program.
- Provide faculty workstations in offices to allow curriculum and instructional materials development.

- Offer training opportunities to assure faculty/staff competence with new operating systems, hardware, and software acquisitions.
- Promote participation in professional organizations to further current knowledge and to assure professional growth.

Administrative Support:

- Serve students through improved assessment of outcomes and increased offerings of traditional and non-traditionally scheduled classes on campus and in the community through collaboration with the local workforce.
- Create and maintain a database to permit class scheduling, lab availability chart creation, and teacher schedules.
- Assess equipment/systems needs and acquire budget to provide crucial equipment, systems, and software for instructional programs.
- Generate statistics and reports crucial to the evaluation processes involved in college program review, Southern Association accreditation, and monitoring visits of the Coordinating Board.
- Arrange a minimum of two advisory committee meetings/activities each year to assure relevancy of curriculum in terms of business/community needs.
- Facilitate faculty-student interaction through listings of office hours and student homework distribution through faculty mailboxes.
- Provide essential resources to support state-of-the-art technology to further curriculum development, to foster instructional design, and to support efforts to strengthen faculty competence.
- Assess effectiveness of programs and services through the college program review process and through continued implementation of actions to comply with Southern Association recommendations and advisory committee recommendations.
- Recruit and hire faculty and staff to serve increased enrollments in all programs and add administrative support personnel to handle purchasing and budgeting.

Community Relations:

- Contribute to the professions in the CIST Department through active participation in professional organizations in office systems, court reporting, and computer information systems.
- Participate in community activities/events to promote awareness of college goals and departmental offerings.
- Create brochures and informational literature to communicate curriculum and services to the community.
- Attend career nights and make presentations in area secondary schools to bolster enrollments and keep the community informed of offerings/services.
- Greet visitors and facilitate location of campus events in the Nail Technical Center.
- Assist students with the registration process in the Nail Technical Center.
- Refer telephone callers and visitors to the campus to appropriate service areas on campus.
- Offer monthly seminars to inform potential students and the community of computer-related career fields and department programs.

Dental Assisting

Instruction:

- Provide quality instruction in courses available for Dental Assisting Technology Majors.
- Review and/or revise all program syllabi.
- Provide up-dated instruction and curriculum for all DA courses leading to a certificate and to an Associate in Applied Science Degree.

- < Continue to foster productive relationships with the professional dental community by working with the advisory committee to insure a curriculum which meets workplace competencies.
- < Continue to re-evaluate clinical practicum sites to insure professional learning environments that support our mission of quality, up-dated ethical practice.
- < Work with WECM strategies to provide quality comparable instruction for all accredited dental assisting programs.
- < Continue to liaison with the UTHSCSA to provide external learning experiences for laboratory competencies.
- < Continue to foster relationships with 4 year universities to provide transferability for dental assisting completers.
- < Complete an articulation agreement with UTHSCSA Dental Hygiene Program to transfer 6 hours of dental assisting courses.

Student Services:

- < Provide counseling and advisement to all prospective and incoming students.
- < Attend one or more "college night" or high school career presentations with help from Projects SPURSS.
- < Provide presentations to student development classes regarding the program.
- < Provide enrichment experiences for program majors through the Dental Assisting Club.
- < Provide students with the opportunity to participate in non-class external learning experiences through the American Dental Assistants Association, the Texas Dental Assistants Association and the San Antonio Dental Assistants Organization with emphasis on the Texas Dental Convention Table Clinic Presentations.
- < Provide recruiting CD's to area high schools and areas on campus.

Employee Development:

- < Provide opportunity for college faculty and staff to participate in department, college and district committees and organizations.
- < Provide opportunity for employee development by attending technology training through instructional innovation center classes.
- < Provide information and support for professional dental assisting continuing education courses/seminars.
- < Maintain an awareness of state of the art technology related to dental technologies; of the advances in the applications of these technologies, particularly in relation to instruction.

Community Support and Outreach:

- < Provide dental health education for Travis elementary and on campus child care center.
- < Provide full mouth x-rays to interested staff, students, and faculty.
- < Present dental assisting topics to area high schools health occupation programs.

Administrative Support:

- < Update dental equipment to state-of-the-art level.
- < Revise practicum affiliation agreements to comply with current legal constraints.
- < Maintain current practicum agreements and seek out new practicum sites.
- < Provide an effective, safe, and secure learning environment by monitoring and correcting safety and security hazards in classrooms, laboratories and facilities.
- < Administer scholarships, grants, provide job placement for graduates and insure transferability of courses to 4 year universities and the UTHSCSA.
- < Secure additional publicity for the department and its course offerings in order to increase enrollment and meet student needs.
- < Maintain productive relationships with the dental community on a national, state and local level through memberships and attendance at local, state and national meetings.

< Monitor and support tenured and adjunct faculty to ensure quality student outcomes.

Electronics Technology

Instruction:

< Prepare for and deliver appropriate instruction to electronics students.

< Curriculum Development: Update courses as required to keep program up with the state-of-the-art in electronics technology.

Student Services:

< Provide counseling for all new and ongoing electronics students.

< Visit high schools to identify, and explain the program to, possible future students.

< Work with area high schools and businesses to facilitate our students' transitions.

Administrative Support:

< Provide planning and budgeting support.

< Provide support for the Navy/SAC Tech Prep program. Includes tracking students and maintaining currency of program courses as related to the Navy courses.

< Maintain all required program records (e.g. office files, requisitions, etc.)

< Maintain the laboratory facilities and equipment, parts, and supplies used in the labs.

< Procure, and install or repair if necessary, all laboratory equipment, parts, and supplies.

< Participate in unit, departmental, division, and college-wide committee activities.

< Maintain all course syllabi.

< Maintain currency of competencies for all courses required for Electronics degrees.

Community Support and Outreach:

< Participate in community activities.

Engineering Technology

Instruction:

< Prepare for and deliver appropriate instruction to Engineering Technology students.

Student Services:

< Provide counseling for all new and ongoing Engineering Technology students.

< Visit area employers and high schools to identify, and explain the program to possible future students.

< Work with area high schools and businesses to facilitate our students' transitions.

Administrative Support:

< Meet with advisory committee to keep program up with the state-of-the-art in Engineering Technology field.

< Prepare SAC and THECB forms for curriculum changes.

< Participate in unit, departmental, division, and college-wide committee activities.

< Review, select and recommend adjunct faculty members for appointment.

< Provide planning and budgeting support.

< Maintain all required program records (e.g. office files, requisitions, etc.)

Community Support and Outreach:

< Participate in community activities.

Graphic Arts

Instruction

- < Provide instruction for all sections of graphic arts courses projected in the annual budget
- < Provide laboratory/technological support for the Graphic Arts Program
- < Continue to upgrade faculty and student access to computerized visual arts data and imagery in support of learning and work environment.
- < Continue to foster a comprehensive approach to learning synthesized through the multicultural history of visual expression, the individual's aesthetic, contemporary issues, and the interdisciplinary academic nature of art.
- < Maintain global awareness by the faculty through the inherent global perspective that art and graphic arts provide.

Student Services

- < Administer scholarships, grants, review of student portfolios for job placement and transferability.
- < Provide faculty sponsorship of visual arts student organizations.
- < Continue to provide student advising.
- < Maintain at 85% the number of non-returning students who are either employed or seeking higher education.
- < Continue to increase the number of students who complete graphic arts courses and maintain a level at 85% or more.
- < Continue to increase the number of Associates in Applied Science degrees.
- < Continue to increase the number of students who transfer to a Texas public institution .
- < Plan a system to provide tutoring services for students.

Employee Development

- < Continue to advance professional development through research, academic studies, technological skills workshops, and professional conferences, in addition to production, publication, or exhibition of creative work.
- < 100% of full time faculty will continue to participate in the departmental Exhibitions Program.
- < Provide support for all GRAA faculty and staff to be trained in the use of instructional technology.
- < Continue to maintain appropriate achievement levels of all GRAA employees utilizing the computer in their daily tasks.
- < Continue to encourage and support employee development through involvement in at least one activity per year, including graphic arts production, exhibiting, publishing, attending art exhibits, lectures and symposia.

Administrative Support

- < Continue to interview, hire, monitor and support adjunct faculty to assure quality student outcomes.
- < Provide for effective systems operations of the Graphic Arts Program
- < Continue to support departmental operation and improvement through full faculty and staff participation in shared governance.
- < Continue to stress to the administration the need to acquire 100% of the planned budget amount in order to provide improved quality instruction in graphic arts.
- < Continue to provide 100% of technology and resources for faculty and staff to access and manage digitally recorded images.
- < Proceed to request from the administration a new full time tenure track graphic arts position in order to meet increasing enrollments.
- < To provide for a secure and safe environment, continue to install and maintain multi-layered security

systems in the GRAA labs as needed by changes in equipment and technology.

< Request from the administration a new full time Systems Manager position in order to meet the increasing technical support demands of the GRAA computer labs as well as the needs of all technology in the VATC department.

Community Support/Outreach

< Foster productive relationships with the professional arts and graphic arts community by working with advisory committees and coordinating activities with other institutions of higher learning.

< Continue to solicit the GRAA Professional Advisory Committee to explore external sources of funding to augment the funding resources needed to purchase 100% of hardware and software.

< Continue to review and assess the status of the GRAA program, facilities and equipment in order it keep it abreast with current industry standards.

< Survey employers on the performance of GRAA student interns and graduates.

< Continue to advertise and recruit for qualified adjunct graphic arts faculty in order to meet the shortage of faculty.

< Continue to provide Continuing Education Workshops in Software and graphic arts to meet the technical learning needs of the community.

Interpreter Training/American Sign Language

Instruction:

< Provide quality instruction in courses available to students taking American Sign Language for Foreign language credit or interpreter training course.

< Provide extensive video text, software, and media support for students.

< Review and revise as necessary student packets for all courses.

< Review and revise all department course syllabi.

Student Services

< Provide students and staff opportunity to attend and participate in professional workshops relating to American Sign Language and Interpreting.

< Provide students with opportunities to attend special topic panels hosted by department and staff.

< Provide educational and/or course advisement to department majors and prospective students.

< Provide enrichment activities through the student Connection Club.

< Provide tutoring to students in ASL classes and Deaf students.

< Provide recruitment and advising service by participating in college nights and community awareness events.

Employee Development

< Provide opportunity for college faculty and staff to participate in department, college, and district committees and organizations.

< Provide employee development activities for department faculty and staff by sending faculty to state and national conferences.

Administrative Support

< Conduct annual evaluations of faculty.

< Update Sign Language Resource Lab with current video, texts, software, and printed material.

< Manage budget for department faculty and staff.

< Plan course schedule for 38-40 sections.

< Provide administrative support for instruction.

< Recruit, select, and manage student personnel and temporary employees for department.

< Administer and provide 4 workshops each year for Community Student Interpreters with University of

Arkansas Interpreter Education grant monies.

Community Support and Outreach

< Host Annual Department and Community Service Agencies Open House.

< Host Deaf Awareness monthly meetings.

< Host Texas Commission for the Deaf and Hearing Impaired State Certification Evaluations.

< Provide support to the Deaf Community with student volunteers, faculty interpreting services various functions and co-sponsoring workshops and artistic performances.

< Maintain positive relationships with the Deaf Community on a local, state, and national level though sponsoring events and membership and attendance at local, state, and national meetings.

< Provide Interpreter Services to all San Antonio SPURS home basketball games.

< Donate time and expertise to the newly opened Deaf and Hard of Hearing Center.

Legal Assisting

Instruction:

< Monitor Legal Assisting program to ensure courses & content are current and relevant to the needs of those we serve.

< Enhance the learning experience in Legal Assisting program through continued evaluation of computer assisted instruction and its utility in LA 2317.

< Respond to recommendations of the program Review assessment to ensure program improvements.

< Improve collaboration; regularly communicate with lawyers and judges in the community and with the Advisory Committee, to enhance program development and student enrollment.

Student Services:

< Improve accuracy in advisement; all potential program majors will receive degree plans no later than the permanent recording date of their first Legal Assisting class.

< Improve retention by notifying current students of next semester's schedule prior to the end of the current semester.

< Advise students every semester of special scholarships being offered to Legal Assisting students.

Employee Development:

< Encourage professional and personal development of all employees.

Administrative Support:

< Evaluate adjunct faculty through annual peer and student surveys.

< Improve recruitment by contacting appropriate sources of new students.

< Accomplish all administrative duties in a timely and proper manner through the coordinated efforts of the Department Chairperson, Program Coordinator, Faculty and staff.

< Conduct and assess student evaluations to determine quality and effectiveness of instruction.

< Encourage continuous representation on college and district committees.

Management

Instruction:

< Enhance the learning experiences in Management through continual evaluation of innovative instructional technology for possible adoption in two (2) courses.

< Monitor management course offerings and course content to ensure that class materials are relevant to the needs of those we serve.

< Conduct and assess student evaluation to determine effectiveness of instruction.

Student Services:

- < Improve accuracy in advisement; all potential program majors will receive degree plans no later than the permanent recording date. (PRD)
- < Recognize the Management Department's Outstanding student by participating in the Wall Street Journal Student Achievement Award.

Employee Development:

- < Encourage professional and personal development of all faculty and staff members.

Administrative Support:

- < Improve program recruitment; sources of students will be identified and contacted.
- < Improve retention; faculty will disseminate to all management classes the department class offerings for the following semester. This will be accomplished prior to the registration periods.
- < Improve collaboration; communication will be made with the general business community and the Management Program's Advisory Committee to develop student enrollment.
- < Encourage continuous representation on college and district committees.
- < Evaluate adjunct faculty through annual peer and student surveys.
- < Respond to recommendations of the program Review assessment to ensure program improvements.
- < Accomplish all administrative duties in a timely and proper manner through the coordinated efforts of the Department Chairperson, Program Coordinator, Faculty and staff.
- < Update Audio Visual equipment to state-of-the-art level. i.e. Overhead projectors in classroom and 27" TV/VCR.

Medical Assisting

Student Services:

- < Provide group advisement for new MA students and individual advisement for current students.
- < Assign an advisor for each student enrolled in the program
- < Provide leadership and guidance for the MA's of Tomorrow Club.
- < Provide review sessions in preparation for the Certified Medical Assistant Examination.
- < Attend 3 "college night" or high school career presentations with help from Project SPURSS.
- < Contact by letter students who have previously enrolled but have not completed the program.

Administrative Support:

- < Maintain current externship site agreements.
- < Support evening and weekend college program students and faculty by having adequate course offerings, equipment, supplies, and texts.
- < Seek and support project SPURSS in recruitment activities other than those listed above.
- < Keep current and recruit new adjunct faculty members to meet increased student enrollment.
- < Maintain liaison with local Chapter of AAMA , Bexar County Medical Society and San Antonio Medical Group Managers Association.
- < Maintain Tech-Prep agreements through working with TP office and HS teachers and attending Tech Prep meetings.

Instructional:

- < Provide quality, up-to-date instruction offered through Medical Assisting Technology.
- < Update and increase use of multi-media platform by all instructors.
- < Standardize Final Examinations in each course ensure continuity of instruction, to reduce reproduction cost and availability of examinations and align with CMA certification examination.
- < Provide realistic medical administrative procedures training through the use of computerized medical charting and medical office programs.

Employee Development:

- Attendance at the annual AAMA convention.
- Attendance at SAMGA meetings
- other continuing educational offerings

Community Support and Outreach:

- Visit local health career high school programs to promote the profession of Medical Assisting
- Invite local elementary schools to visit our facilities
- Participate in two community Health Fairs
- Increase service learning by encouraging students to enroll in the "DO-IT" Program and perform volunteer service within the community.

Mental Health Technology

Instruction:

- Provide instruction to majors and non-majors at locations both on-campus and off-campus.
- Evaluate and revise, as needed, curriculum and instruction within the program.
- Maintain liaison with area colleges and universities to which Mental Health Technology students transfer.
- Maintain liaison with area mental health professionals and agencies serving as practicum and employment sites for Mental Health Technology students and graduates.
- Maintain close contact with the Texas Certification Board of Alcoholism and Drug Abuse Counselors to ensure compliance with licensor requirements for Mental Health Technology substance abuse counseling students.
- Monitor the number of Associate Degrees and Certificates awarded.
- Monitor graduating and non-returning students to determine their employment in the Mental Health field or seeking higher education.

Student Support:

- Provide academic advising to students majoring in Mental Health Technology.

Mortuary Science

Instruction:

- Update course objectives to reflect accreditation requirements and industry needs
- Acquire teaching aids to facilitate student learning
- Establish faculty position solely to supervise off-campus clinical programs

Employee Development:

- Increase participation in seminars, conventions, etc.

Administrative Support:

- Begin program promotion outside immediate service area (state-, nationwide)
- Update affiliation agreements with off-campus clinical sites
- Seek additional off-campus clinical sites
- Continue participation in off- and on-campus Program promotion opportunities

Community Support and Outreach:

- Provide faculty as resource for information and referral.

Protective Services

Instruction:

- Criminal Justice offers quality education and training leading to entry requirements and work force development for both law enforcement and corrections personnel. Included are courses that lead to state certification.
- Criminal Justice is developing new course delivery methods, i.e. Internet courses, tutoring labs, interactive televised.
- Criminal Justice course offerings, including TPO, SAPD, and Internet will average approximately 117 per year.
- Under contract with the city of San Antonio, Criminal Justice provides course instruction for new police recruits.

Student Services:

- Counseling: Students receive both degree advisement as well as career development counseling for Criminal Justice careers.
- Student Life Activities: Criminal Justice sponsors and provides advice to a student association that in turn has sponsored career enhancement activities, community support, and provided a financial aid award.

Employee Development:

- Each member of CRIMINAL JUSTICE participates annually in meetings with colleagues from programs throughout the state to discuss developments in the field.

Administrative Support:

- Faculty Diversity: New adjunct professors from the professional fields in San Antonio has increased the already rich mixture of our diverse teaching staff. Increases in qualified female and ethnic group representation has resulted.
- Program mgt: Classes have expanded aggressively into non-traditional times.

Community Support:

- The CRIMINAL JUSTICE student association has sponsored support activities that have included the Battered Women's Shelter and Juvenile Probation.
- A member of the faculty is an officer for the Bexar County Sheriff's Academy Advisory Committee, and sits on the Advisory Committee for the Bexar County Juvenile Probation Department's Volunteers In Probation program.

Public Administration

Instruction:

- Enhance the learning experiences in Public Administration through continual evaluation of innovative instructional technology for possible adoption in two (2) courses. PA 1304 and PA 2310.
- Monitor public administration course offerings and course content to ensure that class materials are relevant to the needs of those we serve.
- Improve retention; faculty will make available to all public administration classes the department class offerings for the following semester. This will be accomplished prior to the registration periods.

Student Services:

- Improve accuracy in advisement; all potential program majors will receive degree plans no later than the permanent recording date. (PRD)
- Recognize the Management Department's Outstanding student by participating in the Wall Street Journal Student Achievement Award.
- Strengthen the Public Administration program by recognizing outstanding student activities through the Public Administration Club.

Employee Development:

< Encourage professional and personal development of all faculty and staff members.

Administrative Support:

< Evaluate adjunct faculty through annual peer and student surveys.

< Respond to recommendations of the program Review assessment to ensure program improvements.

< Accomplish all administrative duties in a timely and proper manner through the coordinated efforts of the Department Chairperson, Program Coordinator, Faculty and staff.

< Improve program recruitment; sources of students will be identified and contacted throughout the community we serve.

< Conduct and assess student evaluation to determine effectiveness of instruction.

< Improve collaboration; open communication will continue with the public sector community and the Public Administration Program's Advisory Committee to develop student enrollment.

< Encourage continuous representation on college and district committees.

Radio, Television and Film

Instruction:

< Provide up-to-date instruction and curriculum development for 78 sections of Mass Communications/RTVF classes leading to a terminal degree.

< Continue to foster productive relationships with the professional media community by working with the advisory committee to insure a curriculum which meets workplace competencies.

< Operate and maintain special purpose facilities (TV station, radio station, labs) integrated into instructional programs providing students with co-curricular experiences which parallel or replicate actual workplace environments.

< Identify and purchase the technology, furniture, and media materials needed for support of instruction.

Student Services:

< Advise and register all majors who are not first time at SAC students.

< Provide recruitment by attending career nights, conducting on-site tours, and distributing information about the department.

Employee Development:

< Maintain an awareness of state of the art technology related to communication technologies; of the advances in the applications of these technologies, particularly in regard to instruction.

Administrative Support:

< Provide for an effective, safe, and secure learning environment by monitoring and correcting safety and security hazards in classrooms, laboratories and facilities.

< Maintain productive relationships with the media community on a national, state and local level through memberships and attendance at local, state and national meetings.

< Provide secretarial and clerical operations for the instructional program and for the radio and television station including meeting Federal, and State guidelines for the operation of broadcast facilities.

< Administer scholarships, grants, provide job placement for graduates, and insure transferability of courses.

< Monitor and support tenured faculty and adjunct faculty to assure quality student outcomes.

Community Support and Outreach:

< Provide production and transmission support for the College's uses of media via committee service in the college and community.

- Provide a broadcast media outlet for announcements by non-profit organizations who are under served by mainstream media.
- Provide support for community media groups by serving as organizers and judges for media events and competitions.

Real Estate

Instruction:

- Monitor Real Estate program courses to ensure courses & content are current and relevant to the needs of those we serve.
- Improve the learning experience of our students through continued evaluation of instructional techniques and strategies.
- Improve retention by notifying current real estate students of next semester's schedule prior to the end of the current semester.

Student Services:

- Improve accuracy in advisement; all potential program majors will receive degree plans no later than the permanent recording date of each semester.
- The Real Estate Program will solicit scholarship funds from the real estate community for use by students in the Program.

Administrative Support:

- Encourage continuous representation on college and district committees.
- Conduct and assess student evaluations to determine the effectiveness of the Program's instruction.
- Evaluate adjunct faculty through annual peer and student surveys.
- Appropriately respond to recommendations of the program Review assessment in order to improve the Program.
- Accomplish all administrative duties in a timely and proper manner through the coordinated efforts of the Department Chairperson, Program Coordinator, Faculty and staff.
- Improve Program recruitment by contacting appropriate sources of new students.
- Improve collaboration and improve program development; regularly communicate with the real estate community and the Real Estate Advisory Committee.

Employee Development:

- Encourage professional and personal development of all employees.

Safety Engineering Technology

Instruction:

- Prepare for and deliver appropriate instruction to Safety Engineering Technology students.
- Meet with advisory committee to keep program up with the state-of-the-art in Safety Engineering Technology field .
- Prepare SAC and THECB forms for curriculum changes.

Student Services:

- Provide counseling for all new and ongoing Safety Engineering Technology students.
- Visit area employers and high schools to identify, and explain the program to possible future students.
- Work with area high schools and businesses to facilitate our students' transitions.

Administrative Support:

- < Participate in unit, departmental, division, and college-wide committee activities.
- < Review, select and recommend adjunct faculty members for appointment. Provide planning and budgeting support.
- < Maintain all required program records (e.g. office files, requisitions, etc.)

Community Support and Outreach:

- < Participate in community activities.

President

Honors Program

Student Services:

- < Recruit PHP students from area high schools and from within SAC
- < Facilitate transfer of graduates to upper division institutions

Administrative Support:

- < Coordinate orientation and registration of PHP students
- < Administer program by coordinating financial aid, course offerings & instruction, contract courses

Institutional Planning and Budget

Administrative Support:

- < Coordinate all Institutional Effectiveness Steering Committee activities.
- < Develop, with the College Institutional Effectiveness Steering Committee, planning and evaluation procedures.
- < Develop and conduct appropriate planning workshops for all units.
- < Prepare appropriate summary documents to assist Deans facilitating division planning.
- < Work with Unit Managers (Deans, Department Chairs, Directors, Coordinators, etc.) in developing the various components of the unit plan: Unit Evaluation, Annual and Ongoing Objectives.
- < Work with the College Institutional Effectiveness Steering Committee to prepare the Comprehensive College Plan.
- < Prepare appropriate summary documents to assist Deans facilitating division evaluation.
- < Work with the College Institutional Effectiveness Steering Committee to prepare the End of the Year Evaluation Report.
- < Disseminate to appropriate administrators the results of the End of the Year Evaluation for use in future planning and institutional improvement.
- < Work with Institutional Research in establishing a system for collecting data from the units and Deans, evidence related to college strategic objectives.
- < Coordinate the college-wide evaluation of the planning process.
- < Act as liaison with Planning components in other District colleges and District offices
- < Provide information as requested to internal and external entities.

- < Develop an indexing system linking institutional achievements with SACS Criteria for ongoing preparation for the next self study.
- < Present workshops and provide assistance, as requested, to other institutions in their developing a planning process which is linked to budgeting.
- < Serve on the District Strategic Planning Team.
- < Chair the District Focus Group Project Steering Committee.
- < Prepare all meeting agendas and minutes for the steering committee.
- < Coordinate the holding of focus group sessions.
- < Monitor budget activities of the college.
- < Produce weekly budget update reports posted to the Web.
- < Process budget adjustments.
- < Process position budget adjustments.
- < Process expense budget adjustments for revenue accounts.
- < Work with budget managers in understanding the budgeting process.
- < Liaison with the District Budget Office on all issues related to the budget.
- < Provide budget analysis for allocation decisions.

Instructional Innovation Center

Instruction:

- < Provide on-going support for faculty on computer software operation.
- < Provide on-going support for Internet course development, multimedia presentations, web pages instructional strategies, computer applications, and multimedia equipment.

Employee Development:

- < Provide on-going instruction for faculty on Internet and homepage design.
- < Provide on-going instruction for faculty on E-mail, Advantage, CWIS, etc.
- < Provide on-going instruction for faculty on general computer.
- < Provide on-going instruction for faculty on computer presentation software & design.
- < Provide on-going instruction for faculty on multimedia software and design.
- < Provide on-going instruction for faculty on video & sound capture & editing.
- < Provide on-going instruction for faculty to meet Internet Course Certification requirements.
- < Provide on-going instruction for rolling multimedia units.
- < Provide on-going instruction for videoconferencing equipment and instructional strategies
- < Provide opportunities for faculty innovation.
- < Provide on-going instruction for faculty on instructional strategies.
- < Provide on-going instruction for faculty on instructional design.

Administrative Support:

- < Provide ongoing advice to departments on the selection of computer software.
- < Provide ongoing advice to departments on the selection of computer & projection hardware.
- < Provide on-going advice to departments on the selection of videoconferencing equipment.

Public Relations

Student Services:

- < Plan and implement each semester the Honors Ceremony for approximately 2,600 part-time and full-time students with 3.5-3.9 or 4.0 GPAs (includes mailing invitation to 2,600 students, printing

certificates, organizing the ceremony & speakers, holding a reception, providing certificates/pins to students at the event and throughout the year in the office).

< Design, write & print college publications to support recruitment and to inform & assist students (e.g., the college General Information Brochure, the SAC Annual Report, Afternoon College brochure, miscellaneous flyers & posters).

Administrative Support:

< Conduct all college media relations (e.g., write and send press releases, pitch stories to reporters, write PSAs & Requests for Coverage, calendar notes, news tips, answer reporter queries).

< Provide internal communication with the SAC community by publishing the weekly Update on San Antonio College newsletter (including news, calendar items, achievements).

Assist the District PR office by providing news items for the district-wide newsletter ACCD Spectrum.

< Provide internal and external communication by writing, designing & maintaining the PR office portion of the SAC Home Page (PDF form of Update, calendars, press releases, photos).

Community Support and Outreach:

< Assist & publicize the annual Outstanding Former Student Awards (includes helping form and assist the selection committee, publicizing nomination process and honorees, purchasing plaques for presentation at Commencement, maintaining continuing plaque on campus, planning additional recognitions & involvement with honorees).

< Assist with development and maintenance of the SAC Home Page on the World Wide Web (includes chairing the SAC Home Page Committee, drafting web development policies & procedures, acting as liaison with ACCD Information Systems, assistance with creating the home page structure & design).

< Provide supplemental marketing to promote registration in SAC classes in Kerrville, New Braunfels & Seguin. (Developing a marketing plan, & coordinating with Distance Learning office and off-campus coordinators.)

< Send "welcome back" postcards to students who were recently enrolled and may wish to return -- to encourage enrollment.

< Assist the ACCD PR Office in producing district-wide ads to promote registration (includes writing copy for newspaper insert, brochures, overseeing photo shoots and assisting with production of TV ads, planning campaign slogans).

< Plan and implement the annual San Antonio College Book Fair, to attract the community to the college campus, encourage literacy awareness, writing, reading (includes bringing book vendors to exhibit & sell books on campus, authors to read from their work, entertainers for children, musicians, food vendors, working with high schools to encourage students to write in competition, working with ACCD students to encourage involvement in the Poetry Slam, seeking donors from the community).

< Submit news and calendar items for the HECSA calendar, appearing on Channel 19, and also helping produce & sometimes script video segments for the Channel 19 Video Showcase.

< Draft & mail letters each spring from the president to graduating high school seniors in top 10 feeder schools and other selected schools.

< Publicize college events & activities and help develop/maintain the college image (includes overseeing development of new college logo, working with committees to plan & promote events - such as Women's History Week, Hispanic Heritage, Wellness Fair, etc.)

Technology Center

Administrative Support:

< Provide on-going coordination for all technical activities on the SAC campus.

< Provide on-going support for faculty, staff, and administration on computer hardware operation.

< Provide on-going repairs for faculty, staff, and administration technology related equipment.

< Provide advice for departments on the selection of computer software.

- < Provide on-going computer network assistance for faculty, staff, and administration.
- < Provide on-going assistance for video conferencing transmissions.
- < Provide on-going help desk assistance for faculty, staff, and administration on technology related problems.
- < Provide on-going availability external repair services for faculty, staff, and administration equipment that cannot be repaired by on-campus technicians.
- < Provide on-going communication with SAC units in order to maintain a current database of hardware and software in use.
- < Provide on-going collaboration between SAC units and ACCD Information Systems to avoid duplication of services.
- < Provide on-going security for data, servers, and technology-related equipment.

Technology Training Program

Instruction:

- < Provide on-going support for staff and administrators on computer software and hardware operation.

Employee Development:

- < Provide on-going instruction for staff and administration on Internet and homepage design.
- < Provide on-going instruction for staff and administration on E-mail, Advantage, CWIS, etc.
- < Provide on-going instruction for staff and administration on general computer operations and applications.
- < Provide on-going instruction for staff and administration on computer presentation software & design.
- < Provide on-going instruction for staff and administration on multimedia software and design.
- < Provide on-going instruction for staff and administration on video & sound capture & editing.

Administrative Support:

- < Provide assistance to departments when designing projects after initial training period.
- < Provide technical support to departments following initial training.

Title III

Instruction:

- < Conducting career workshops for undecided majors.
- < Conducting career and transfer process workshops for Student Development classes.

Student Support

- < Providing program coordination, implementation, and institutional funding for the Graduation + Project.
- < Providing program coordination, implementation, and institutional funding for the STAR Project.
- < Providing program coordination, implementation, and institutional funding for the Goals for Success Project.
- < Provide program coordination and institutional funding for implementing learning styles assessment, career assessment, and study skills assessment for classes and workshops provided through Student Development classes and through counseling Center activities.

Employee Development:

- < Providing on-going training for counselors and student support staff on the Student Services tracking system and on degree audit system.
- < Providing periodic training for counselors and student support staff on selected topics related to Counseling and Student Services.

Administrative Support:

- < Providing technical assistance and support to counseling units and other student support units relating to tracking system, computers for student use available in the student services units, and other computerized systems in operation in student services units.
- < Provide institutional funding for a computer technician to support the 100+ computers (student and staff

use) in the various units of Counseling and Services for Special Populations. (This position would be institutionalized as part of the Technology Team to support the units of Counseling and Services for Special Populations).

Community Support and Outreach

< Conducting outreach to area high schools as part of the college's marketing and outreach plan.

Wellness Program

Instruction:

< Hold the annual cooking school
< Provide seminars on various topics

Student Services:

< Hold a health screening event each long semester
< Display health exhibits during the Health and Wellness Fair
< Involve PE classes in the Health and Wellness Fair

Employee Development:

< Hold the introduction to the employee exercise room each long semester
< Purchase needed replacement and new equipment for the employee exercise room and for the PE department
< Sponsor one coffee each year to promote Wellness activities
< Provide orientation to new employees each long semester
< Participate in the Wellness strand in the Employee Development Day activities
< Provide ongoing introduction to the marked walking trail on campus

Administrative Support:

< Develop budget request each year
< Manage the budget allocated
< Serve on various committees representing Wellness
< Initiate and coordinate all events and seminars
< Evaluate all events and seminars
< Serve on the District Wellness Committee
< Distribute and collect Wellness challenges covering the six dimensions of wellness

Community Support and Outreach:

< Hold a charity walk each long semester
< Work with Jim Dye to bring information about all the Wellness activities to community groups
< Provide ongoing introduction to the marked walking trail on campus

Executive Vice President

Employee Development

Administrative Support:

< Serve as a clearinghouse for the exchange of information about all types of opportunities for professional and holistic development by:
a. maintaining a resource data base of events, activities, seminars, workshops, courses and funding sources from within the ACCD system and beyond.
b. distributing the resource information via memos, flyers, email and college and district web sites.
c. referring employees' requests for personal and professional development to the appropriate providers.
< Provide direct funding assistance from SAC and ACCD Employee Development accounts for job

related education and training.

- < Collaborate with ACCD Colleges and Departments in providing the ACCD and Local Employee Development Day Conferences and Convocations.
- < Administer ACCD block grants for departmental development events.
- < Coordinate with the Faculty Senate the Minnie Stevens Piper Professor Award Nominations.
- < Coordinate with the President and Deans the NISOD Excellence in Teaching Award nominations and NISOD Conference attendance.
- < Coordinate with the President and Deans the New Employee Orientation at the beginning of the Fall and Spring Semesters.
- < Maintain sensitivity to the employees' particular development and holistic needs through the representative Employee Development Center's Advisory Committee and through employee surveys and program evaluations.

Learning Resource Center

Instruction:

- < Identify curriculum and program requirements for LRC materials.
- < Deliver library services to off-campus sites.
- < Maintain a collection of audiovisual materials for use by students, faculty, and staff.
- < Maintain a collection of periodical materials for use by students, faculty, and staff.
- < Serve as library liaisons with the various academic & Occ-tech departments.
- < Teach students how to locate information efficiently through the use of a search strategy.
- < Deliver "point of use" instruction on accessing / interpreting LRC materials through the Reference Desk.
- < Assess faculty members' library-related objectives & develop a lesson plan to meet those objectives.
- < Present class-related instructions to the students through multi-media lecture/demonstrations.
- < Provide individualized "one-on-one" instruction on specific topics identified by students.
- < Consult faculty on the design of effective library assignments.
- < Develop in students life-long learning skills that enable them to effectively use a library.
- < Schedule & provide audiovisual equipment for faculty classroom use.
- < Produce instructional programs for classroom use.
- < Play telecourse programs on Paragon Cable.
- < Consult SAC faculty on instructional program design strategies.
- < Provide Reserve materials Collection for "outside readings" required by classroom faculty.
- < Record student speeches & performances for evaluation.
- < Provide instruction on the World Wide Web in the instructional lab each week.
- < Provide hands-on training in using the online/ networked databases in the library instructional labs.
- < Maintain instructional websites.
- < New material acquisitions and new federal documents published monthly via the LRC Home Page.

Student Services:

- < Provide online reference service via email.
- < Provide access services for United States government documents & other special collections.
- < Provide interlibrary loan services to allow access to other library collections.
- < Provide a campus / registration information desk during the first week of classes.
- < Provide specialized equipment and guidance to disabled individuals using LRC materials.
- < Advise students on information resources available throughout the San Antonio community.
- < Provide students access to state-wide library resources through the TexShare resource sharing network.
- < Obtain keyboards and computer circuit boards for Servers and PC backup & Replacement.

Administrative Support:

- < Conduct collection use studies to earmark specific subject areas for purchase.

- Select & order materials needed to maintain a balanced LRC collection.
- Evaluate the overall effectiveness of the LRC collection.
- Implement a collection development policy.
- Plan for budgetary resource sharing to purchase these materials.
- Repair those materials whose physical condition warrant it.
- Weed materials that have become outdated or worn out.
- Replace "weeded" materials that are integral to the collection.
- Provide regular physical maintenance of the LRC collections.
- Assess current & potential user needs for LRC materials.
- Catalog newly added LRC materials.
- Input bibliographic information for new materials into library's online database.
- Process newly acquired materials for inclusion into LRC collection.
- Re-classify existing LRC materials from the Dewey system into the Library of Congress system.
- Circulate LRC materials for course work, professional development, and personal interest of clientele.
- Improve access to electronic resources through the maintenance of the LRC's local area network (LAN).
- Provide graphic design/production, photographic, and audio production support for campus-wide activities.
- Recruit, select, and manage student personnel and temporary workforce for the LRC.
- Provide routine maintenance and upkeep for various types of departmental equipment.
- Participate in various college level and district-wide committees.
- Sponsor and receive (downlink) various teleconferences for campus and community organizations.

Community Support and Outreach:

- Participate in student activities and functions.
- Simulcast programs on the SAC RTF television station
- Participate in various community-wide civic activities, such as Scouting, church, blood drives, etc.
- Participate in Travis Elementary School's student mentoring program.
- Enhance access to library collections through the LRC's online public access catalog (OPAC) system.
- Provide leadership to ACCD's sponsored multicultural conference.
- Participate in the Texas Academic Decathlon superquiz for medium-size schools.
- Support library tours as requested by the community or schools.
- Provide leadership to local, regional, and state library organizations.
- Provide lobbying of state legislature for support of Texas libraries, and participate in Texas Library Association's legislative day.
- Provide instruction and access to QWS3270 to enable students and community users to access the ACCD library catalog from off-site locations.
- Provide selected Internet training sessions at community high schools.

Appendix A

TECHNOLOGY PLAN
2000 - 2001

San Antonio College

Technology Plan

2000-2001

Submitted
May 5, 2000

BACKGROUND INFORMATION

The importance of information technology, its potential to enhance learning and administrative efficiency, combined with the need to spend resources wisely mandates a coherent plan for technology. San Antonio College is fortunate in deriving benefits from an Alamo Community College District initiative started several years ago to provide all teaching faculty with personal computers and to provide software and networks necessary for word processing, classroom management, student records, financial data and various information sources such as e-mail, CWIS, and INTERNET. This initiative, therefore, provided an infrastructure that allows for comprehensive expansion of technology and growth of technical expertise for all employees. The college is taking the responsibility for providing hardware for professional and classified personnel with the district providing access to the network. The Board of Trustees has provided a portion of tuition fees for instructional technology purchases.

In the fall of 1994, the Executive Vice President appointed a Technology Committee and charged the committee with developing a three to five-year College Technology Plan. During the course of deliberations, the committee discovered the obvious; technology planning must start from the perspective of what the College expects technology to provide and how the goals may be achieved within the limits of available funds. A sub-committee of the Technology Committee was established to review and revise the Technology Plan annually.

With these considerations in mind and to learn the current status of computer technology on campus, the committee analyzed the results of a computer usage survey conducted in the fall of 1995 by a task force appointed for that purpose and completed an inventory of existing computer labs. The committee also investigated other forms of technology necessary to enhance college effectiveness and student learning.

The study revealed that in 1995, the vast majority of the 497 professors, classified staff, administrative and faculty personnel who responded to the computer usage survey reported access to the mainframe and/or networking. Eighty-four percent reported some use of e-mail, 52% use of Internet, and 60% made some use of CWIS. Fifty percent had 486 systems, but 36% were still using 386s or 286s. Faculty respondents used Internet and e-mail, and a majority practiced some degree of computer-assisted instruction and/or classroom management. However, a significant number (38-27% depending on the application) did not take advantage of the opportunities available and approximately half made no use of computers for classroom presentations or instructional preparation. Use of other technology such as interactive television and teleconferencing was also limited in spite of the availability of Starlink conferences and PictureTel. A Title III Grant enabled the College to establish a faculty enhancement center to provide for faculty development.

The committee next examined the ACCD Mission Statement, the ACCD Strategic Plan, the College Mission Statement, the College Goals and the Comprehensive College Plans for the past two years. Using this information, and input from the college community, the following technology principle mission, goals and objectives were established.

GENERAL PRINCIPLES

In developing the plan the committee was guided by the following general principles enunciated in one form or another in the literature:

- Purposes to be served by technology must be clear. Answer the questions, "Who will be able to do what and how will they do it?"

- Outcome expectations must be realistic. Information technology does not necessarily save time or money.

  - It enables us to provide students' courses on the INTERNET and feedback on their work via electronic mail.

  - Technology can also allow us to do some things better and more easily than is now possible, such as attain access to library collections and conduct research.

  - Also, the benefits of technology are not easily measurable. In fact, technology provides just another means of learning and teaching. Its effects are no more certain or easily assessed than those of a reading or writing assignment, a laboratory demonstration, or a lecture.

- Funding must be provided for installation, training, upgrades, and support services. Technology is not a "one-time" issue. Permanent support is essential.

- Programs must continue to be designed to encourage faculty and staff members to make full use of technology in their daily activities, whether in administration, support or instruction.

- Technology planning must carefully consider the various options available. Time must be allowed to review fully all aspects of the plan and its implementation.

- Appropriate reallocation of technology is essential to ensure the most effective use of resources.

TECHNOLOGY MISSION STATEMENT

San Antonio College is dedicated to providing responsive education through excellence, accessibility, and diversity. Technology will be used to enhance this mission by contributing to employee growth, administrative efficiency, curriculum development, and instructional delivery. Technology should be one means through which the College fosters an environment conducive to student learning.

Technology Goal	College Plan Goals
Deliver instruction at all levels.	Goal 1
Enhance curriculum development.	Goal 1
Provide faculty, staff, and administrative technology training on an on-going basis.	Goals 2 & 3
Enhance effectiveness of faculty, staff, and administrators.	Goal 4
Facilitate assessment, advisement, and registration.	Goal 2
Provide access to information for students, faculty, staff, and administrators.	Goal 4
Enhance delivery of student support services.	Goal 2
Optimize services to students through an on-going process of technology acquisitions and upgrades.	All goals

TECHNOLOGY PRIORITIES

(Not in rank order)

- Focus expenditures in areas likely to bring the greatest results.
- Ensure technology is adequate to meet accreditation mandates.
- Provide for replacement or upgrade of existing technology to include hardware and software.
- Provide technology support for all areas of the college and for new initiatives as appropriate.
- Increase means for classroom multimedia presentations.
- Increase training for employees and students as needed in all areas of relevant technology.
- Provide for equipment needs that are technology related, but do not fit the definition of "high or advanced technology". Examples are overhead projectors, VCRs and cassette players.
- Expand distance learning capability through interactive video and other new technology.
- Increase technology necessary to support efficient enrollment management.
- Provide security for all equipment, on-line data, courses, and computer programs.
- Provide on-site maintenance and support for computers and other technology through the Technology Center.
- Continue to improve linkage of computer facilities locally and at remote sites to provide information access such as INTERNET and the World Wide Web.
- Continue to network all computer and television facilities to provide universal user access where feasible.
- Continue the systematic purchase of new technology.
- Continue ongoing support for the Technology Center.
- Continue ongoing support for the Instructional Innovation Center.
- Continue ongoing support for the Technology Training Program.
- Continue ongoing support for the technology needs of the Learning Resource Center.
- Continue ongoing support for the technology needs of the Enrollment Management and Assessment Center.

TECHNOLOGY PRIORITIES

Continued

(Not in rank order)

- Continue ongoing support for Student Learning Assistance Center.
- Continue ongoing support for Distance Learning Education.

2000 - 2001 RECOMMENDATIONS

- Expand multi-media capabilities as needed.
- Expand interactive video capabilities and other technology as needed.
- Implement a means of re-allocating hardware made available through replacements.
- Fully institutionalize the Instructional Innovation Center by September 2000.
- Establish a computerized proctored testing center for local and/or distance testing.
- Add additional computer classrooms in the Student Learning Assistance Center.
- Hire one additional Campus (college-wide) LAN Administrator.
- Hire a Campus (college-wide) Programmer.
- Hire a Campus Web Master.

PROCEDURES

Implementation of the Technology Plan should be carried out through the college planning and budgeting process.

Each year the Deans will meet with unit managers/supervisors to discuss technology needs as identified in unit plans and establish unit priorities. The Deans will in turn meet with the Executive Vice President. All requests must be consistent with approved college goals and objectives and the goals set forth by the Technology Committee. The Technology Expenditure Plan will be presented to the Technology Committee for advisory input and to the College Academic Council for information purposes prior to implementation. Units authorized to purchase technology should seek technical advice from the Technology Center.

EVALUATION

The plan will be evaluated annually by a sub-committee of the Technology Committee.

The purposes of the evaluation are as follows:

1) To determine whether the Technology Plan adequately meets the needs of the college as identified by the Technology Committee and in college, unit, and division plans.

2) To determine through consultation with the Deans, Chairs, and Directors, the impact of technology on student learning, student services and accreditation requirements.

3) To determine the extent of implementation.

4) To identify problems concurrent with the implementation.

5) To modify the plan as determined by the evaluation, by unforeseen college needs and by requirements established by external agencies.

The evaluation process includes the following actions:

- Initiates the process in the fall of each school year.
- Gathers data to determine to what degree the goals of the plan have been addressed.
- Uses the data to assess the progress of plan implementation.
- Determines the implications of the data and modifies the plan or its implementation as needed.
- Distributes a modified plan to the Institutional Effectiveness Committee and the College Academic Council.

Evaluation should be conducted with the following assumptions:

- Broad indicators and detailed evidence will be sought.
- Adequate evaluation takes thought and time.
- Conclusions must be supported by evidence.

SAN ANTONIO COLLEGE
TECHNOLOGY COMMITTEE
MEMBERSHIP

1	Executive Vice President, Committee Chairperson
10	Members selected by the Executive Vice President
3	Members selected by the Arts and Sciences Chairpersons Council
2	Members selected by the Occupational and Technical Education Chairpersons Council
6	Members selected by the Faculty Senate
1	Member from the Department of Instructional Technologies
1	Adjunct Faculty member
1	Student Body Member

Exofficio Member:

Campus-wide LAN Administrator

Reference: Charlotte Wolf, Director of Instructional Technologies
File name: techplan 2000-01.doc

Appendix B

GLOSSARY OF INSTITUTIONAL EFFECTIVENESS TERMS

GLOSSARY OF TERMS FOR INSTITUTIONAL EFFECTIVENESS

Activities, Ongoing: Activities which a unit needs to continue doing to fulfill its mission.

Activities, Operational: Activities associated with the completion of a Strategic Objective or an Operational Objective.

Annual (Operational) Objective Worksheet: A worksheet, developed for each annual (operational) objective, which contains justification for the objective, identification of the individual responsible for shepherding completion of the objective, the step by step activity plan with suspense dates for each activity and a space for a mid-year and end of the year status report.

Categories, College: Broad categories established to capture all activities in the college's fulfilling of its mission. The college categories are: Instruction, Student Services, Employee Development, Administration and Community Support and Outreach.

Core Indicator: A core indicator is a measure that describes a critical, widely recognized outcome of mission; one that is clearly responsive to key constituent groups and is regularly produced. ("A Report of the Community College Roundtable, AACC, August 1993)

Data, Base Line: The initial data from which measurement to a standard is made.

Data, New: Data that has been collected which identifies the unit's current position with regards to its established standard.

Effective Community College: The effective community college creates successful outcomes for multiple constituencies - internal and external. These outcomes serve as a benchmark for the community college mission by comparing results to purpose. ("A Report of the Community College Roundtable, AACC, August 1993)

Goal: The overall institutional goals should be few in number and also general in nature. However, the goals should be more specific than the mission statement and should define the general state of affairs or operating outcome which the institution seeks to achieve over the next three to ten year period. The institutional goals statement should also allow that some basis for measuring (in broad terms) success or failure is possible. (Strategic Planning and Budgeting for Colleges, Philip J. Bossert, National Association of College and University Business Officers - NACUBO, 1989)

Goals can also be established at the division or unit level.

Indicator: Usually referred to as a key indicator, this is that data set or set of statistics that best verifies the accomplishment of a specific goal. Associated with this should be an agreed to kind of measurement and a standard for accomplishment. ("A **Mini-Dictionary** on Institutional Effectiveness Terms," McLeod and Atwell, Community College Review, Vol. 20, Fall, 1992)

An indicator...is a concrete piece of information describing a condition or result of the community college that can be regularly produced, publicly reported, and systematically used in decision-making. ("A Report of the Community College Roundtable," AACC, August 1993)

Institutional Effectiveness (IE): A comprehensive approach to planning and evaluation which

verifies the effectiveness of institutions in achieving their mission and provides for the systematic use of evaluation results to continuously improve performance and programs. (Texas Higher Education Coordinating Board)

When community college outcomes are compared to the institution's mission and goals, the result is a composite picture of an institution's effectiveness. ("A Report of the Community College Roundtable, AACC, August 1993)

Measure: The agreed upon kind and value of a data set as the standard of measurement for a given specific objective. ("A **Mini-Dictionary** on Institutional Effectiveness Terms," McLeod and Atwell, Community College Review, Vol. 20, Fall, 1992)

Units, divisions and the college identify and track a number of measures related to its mission. Measures which are either moving in an undesirable direction or which are not at a level desired are addressed through strategic action for a specified period of time.

Objective: A written, active and operational subdivision (Sometimes referred to as a specific objective) of a production goal. It must be well defined and, above all, measurable in its accomplishment. An objective should be specific respective to what is to be done, who is to do it, when is it to be completed, how it is to be evaluated and by what measure. ("A **Mini-Dictionary** on Institutional Effectiveness Terms," McLeod and Atwell, Community College Review, Vol. 20, Fall, 1992)

Objectives, Operational, Annual: Actions which are selected to move toward achievement of a Strategic Objective. Annual operational objectives are developed each year. Also called "Action Plans."

Objective, Strategic: Strategic objectives establish the standard (outcome) for operation for a specific portion (measure) of the college, division, unit's mission. Strategic Objectives set standards that are to be achieved at a future time.

Objective, Strategic, College Adopted: Developed by the Institutional Effectiveness Steering Committee. College Strategic Objectives establish a college standard to be achieved.

Objective, Strategic, Division Specific: Strategic Objectives that are unique to a division. Division Specific Strategic Objectives may address a College Strategic Objective indirectly by supporting the achievement of the college standard.

Objective, Strategic, Unit Specific: Strategic Objectives that are unique to a unit. Unit Specific Strategic Objectives may address a College Strategic Objective directly, the same wording, or indirectly by supporting the achievement of the college standard.

Standard: A (baseline or benchmark) quantity against which data relative to a specific objective are to be measured. ("A **Mini-Dictionary** on Institutional Effectiveness Terms," McLeod and Atwell, Community College Review, Vol. 20, Fall, 1992)

Strategies: The elements necessary to achieve a strategic goal or objective. Strategies might include: Promotion, Process, People, Priorities, Performance measures and/or budget requirements.

Strategic Objective Matrix: The matrix (worksheet) links the objective to the college category, goal and/or strategic objective. The work sheet identifies the objective measure, standard, data source, and date of anticipated achievement. The worksheet also contains base line and current data. Evaluation of those factors which are affecting, either positively or negatively,

the unit's efforts towards achieving the objective are listed. The worksheet contains annual operational objectives designed to address, after evaluation, those factors negatively affecting the unit's efforts towards achieving the objective.

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